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UNITED STATES AIR FORCE

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# OCCUPATIONAL SURVEY REPORT

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OFFICER PROFESSIONAL MILITARY EDUCATION  
CURRICULUM VALIDATION PROJECT

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OCCUPATIONAL ANALYSIS PROGRAM  
USAF OCCUPATIONAL MEASUREMENT CENTER  
AIR TRAINING COMMAND  
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# TABLE OF CONTENTS

	PAGE NUMBER
PREFACE -----	iii
SUMMARY OF RESULTS -----	iv
INTRODUCTION -----	1
ANALYSIS OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASKS PERFORMED BY EACH PAYGRADE -----	6
ANALYSIS OF DIFFERENCES IN TASKS PERFORMED BY VARIOUS UTILIZATION FIELDS WITHIN SINGLE PAYGRADES -----	13
COMPARISON OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK INVOLVEMENT AMONG MAJOR UTILIZATION FIELD AREAS ----	18
TASK DIFFICULTY RATINGS -----	26
RATINGS OF THE NEED FOR PME CURRICULUM TOPICS -----	29
PERCEPTIONS OF BENEFIT FROM PME COURSES -----	33
DISCUSSION OF FINDINGS -----	36
APPENDIX A -----	38
APPENDIX B -----	39
APPENDIX C -----	40
APPENDIX D -----	41
APPENDIX E -----	42

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## PREFACE

This report presents the results of an Air Force Occupational Survey of the leadership, management, and communicative tasks performed by Air Force Officers. This survey was requested by HQ Air University, and the data were to be used to help validate and revise the curricula of all officer precommissioning and postcommissioning professional military education (PME) courses. Authority for conducting occupational surveys is contained in AFR 35-2. Computer outputs from which this report was produced are available for use by operating and training officials.

Computer programs for analyzing the occupational data were designed by Dr. Raymond E. Christal, Manpower and Personnel Division, Air Force Human Resources Laboratory (AFHRL), and were written by the Computer Programming Branch, Technical Services Division, AFHRL.

The Air Force occupational survey program has been in existence since 1956 when initial research was undertaken by AFHRL (Air Force Systems Command) to develop a methodology for gathering and analyzing occupational information. In 1967, an occupational survey program was established within the Air Training Command, and surveys were produced annually for 12 enlisted specialties. In 1972, the program was expanded to conduct occupational surveys covering 51 career fields annually. In late 1976, the program was again expanded to include the survey of officer utilization fields, to permit special management applications projects, and to support inter-service or joint service occupational analysis.

Major Jerry M. Barucky developed the survey instrument used in the present project, analyzed the survey data, and wrote the final report. This report has been reviewed and approved by Major John X. Olivo, Chief, USAF Officer Survey Section, Occupational Analysis Branch, USAF Occupational Measurement Center, Randolph AFB, Texas 78148.

Copies of this report are available to air staff sections, major commands, and other interested training and management personnel upon request to the USAF Occupational Measurement Center, attention to the Chief, Occupational Analysis Branch (OMY), Randolph AFB, Texas 78148.

This report has been reviewed and is approved.

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## SUMMARY OF RESULTS

1. Survey Administration: Three separate survey booklets aimed at collecting four different types of information were administered to separate random samples of officers in all career fields, within paygrades 0-1 through 0-6. Administration took place between November 1979 and April 1980. Survey results are based on data from a total of 11,020 respondents.

2. Analysis Of Tasks Performed By Each Paygrade: Analysis of paygrade specific data revealed the manner in which officers' leadership, management, and communicative task involvement increases as paygrade increases. Generally, the data show that the percentage of officers in supervisory positions, the percentage of officers assigned to higher organizational levels, and the percent of total job time spent on leadership, management, and communicative tasks all increase from the 0-1/0-2 level to the 0-6 level. Specifically, each task in the job inventory was analyzed according to the percentage of respondents in each paygrade who perform that task. These data can help to determine the paygrade points at which performance of a task becomes significant enough to suggest some attention in PME curricula.

3. Utilization Field Comparisons of Tasks Performed: Comparisons of the percentage of respondents performing each of the tasks in the inventory were made among the various utilization fields in paygrades 0-3, 0-4, and 0-6. These comparisons revealed that considerable differences exist among the type of tasks performed by members of various utilization fields within paygrades 0-3 and 0-4. A somewhat greater degree of homogeneity is indicated in the tasks performed by 0-6s across all utilization fields. These differences would indicate that it may be difficult for a paygrade based curriculum to deal with the variety of experience and PME needs presented by a student population from numerous career areas.

4. Comparisons of Task Involvement Among Four Types of Utilization Fields: To obtain a broader look at the differences in leadership, management, and communicative task involvement based on technical specialty, data from individual utilization fields were combined into four major utilization field areas: rated fields, scientific/technical fields, support fields, and medical fields. Comparisons of the percentage of members performing each task were made among these four areas within each paygrade, and they revealed quite different degrees of involvement in leadership, management, and communicative tasks. Rated fields reported relatively little involvement until the 0-4 paygrade. Support fields reported a comparatively high degree of task involvement in all paygrades. Scientific/technical fields reported somewhat less involvement than the support fields among the 0-1/0-2 respondents; however, from 0-3 through 0-6, the scientific/technical fields' task involvement is roughly equal to or slightly greater than that of the support areas. The medical fields' involvement in leadership, management, and communicative tasks is much less than the involvement of utilization fields from the scientific/technical or support areas in paygrades 0-1 through 0-5.

5. Ratings of Task Difficulty: A small sample of 0-6 respondents rated each task according to its difficulty (or the relative amount of time it takes to learn to perform each task). A majority of the tasks receiving the highest difficulty ratings are related to communication skills or long-range planning. Many of these are somewhat specialized tasks, performed by a relatively small percentage of the respondents.



6. Ratings of Need For Skills in and Knowledge of PME Curriculum Topics: A list of 247 curriculum topics taught in PME courses was rated by a separate, large sample of officers. They rated each topic twice according to their need for the topic "on the job" and according to their need for the topic "in order to have an effective professional career." In both of these types of ratings, topics related to communicative skills or to command and management were generally rated higher than topics related to the military environment/national security or to military employment. Although the average ratings of some of the highest or lowest rated topics can be quite enlightening to curriculum personnel, a lack of agreement among respondents within the same grade about the need for many of these topics makes their use in curriculum decisionmaking more difficult. However, this lack of agreement may support the observation that personnel within the same paygrade can have different PME needs.

7. Perceptions of Benefit: Respondents rated the extent to which they benefitted from each of the PME courses they completed. All of the resident courses, from precommissioning programs through the senior service schools, were rated as having been from a "fairly great" to a "very great" benefit by more than 40 percent of the persons completing them. Respondents perceived much greater benefit from the resident courses than from the correspondence or seminar courses. Specifically, intermediate and senior service school resident programs, the Air Force Academy military training program, and the Officer Candidate School precommissioning program (which ceased operation in 1963) received the highest benefit ratings.

# OCCUPATIONAL SURVEY REPORT OFFICER PROFESSIONAL MILITARY EDUCATION (PME)

## INTRODUCTION

The role of an Air Force officer, no matter what technical specialty he or she may be part of, has traditionally included responsibilities as a leader and manager. To insure that its officers will have the skills to carry out these leadership and managerial responsibilities, the Air Force provides a variety of precommissioning and postcommissioning professional military education (PME) courses that can be taken at specific paygrade points. In order to determine whether these courses are truly responsive to the needs of USAF personnel, the Commander of Air University (AU) requested that the USAF Occupational Measurement Center (USAFOMC) conduct an occupational survey that would help in the validation or redesign of the curricula of officer PME courses. Specifically, USAFOMC was asked to determine the leadership, management, and communicative tasks\* performed by Air Force officers at each stage of their careers. In addition, an assessment of the perceptions of USAF officers as to their needs for the various parts of the PME curricula was requested.

A study of a similar nature had been conducted with officers by the Air Force Human Resources Laboratory (AFHRL) in the 1960s (Morsh, AFHRL-TR-69-38). In addition, USAFOMC completed a corresponding study of enlisted PME curricula in 1979 (Occupational Survey Report, AFPT 90-000-346, March 1980). These two studies provided a basis for both the Air University requests and for the current project methodology. The methodology for the officer survey project consisted of: 1) developing both an inventory of the general leadership, management, and communicative tasks performed by Air Force officers across all career fields and a listing of the major curriculum topics in PME courses; 2) surveying a large sample of officers; and 3) analyzing the data and presenting it to curriculum decisionmakers so they could determine if the needs for various leadership, management, or communicative skills (as indicated by task performance data) are being met by the curriculum objectives of each of the PME courses.

\* Some of the 325 task statements in the inventory are broad enough that they may violate the more precise definitions of a "task," and might be referred to as "behaviors," or even "responsibilities." However, as a majority of the statements meet the requirements for task statements, and in order to avoid changes to computer products and to reduce confusion, all of the leadership, management, and communicative behaviors will be referred to as tasks.

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## Development of the Survey Instruments

To gather the data necessary for this curriculum validation, two types of survey instruments were developed - one for capturing the task related data and one for rating the PME topics. In developing the task related survey instruments, USAFOMC used the same basic approach that has proved successful in the USAF airmen and officer occupational survey programs. However, both the scope of the survey sample and the more general nature of the task statements necessitated that much more care be taken in developing and validating this instrument than is normally required for a regular occupational survey.

In the beginning of the development process, a review of pertinent literature and documents was conducted to examine the results or progress of similar, behavior-based efforts to develop curricula. Then, in ten detailed interview sessions with a total of 82 experienced officers in paygrades 0-1 through 0-6 an inventory of leadership, management, and communicative tasks common to Air Force officers was developed. This tentative inventory of tasks was administered to approximately 225 officers representing each major command. They critiqued the inventory for accuracy, clarity, and comprehensiveness. The recommendations from this review were then considered in two validation conferences, at which representatives of AU agencies helped put the task inventory into its final form. In addition, a series of "background" questions relating to the respondents' demographic status, PME experience, or work environment was prepared so that this information could be used in conjunction with the task data for group comparisons. The instrument was then finally administered, on a test basis, to 20 officers at two bases to identify any remaining problems with task statements, background questions, or survey completion instructions.

The development of the second type of survey instrument was a much simpler process, carried out primarily in conjunction with PME personnel at the two AU validation conferences. Working from their respective course documents, participants representing each of AUs officer PME courses helped compile a list of 247 general topics that covered the various curriculum blocks of all major Air Force PME programs. This list and the background questions selected to be used with it were then reviewed by other Air Force PME agencies to insure the clarity and comprehensiveness of the instrument.

The results of this development effort were printed in three separate survey booklets as follows:

1) The most important part of the survey data was gathered via a USAF Job Inventory booklet containing 325 leadership, management, and communicative tasks. These tasks were to be rated by survey respondents on a nine-point scale according to the relative amount of time spent on each task compared to the time spent on each of the other leadership, management, and communicative tasks they performed. The scale read as follows:

1. Very small amount
2. Much below average
3. Below average
4. Slightly below average
5. Average
6. Slightly above average
7. Above average
8. Much above average
9. Very large amount

These time spent ratings are usually used with task inventories that are considered to capture 100 percent of the respondent's job. Because this particular task inventory only captured leadership, management, and communicative tasks, respondents were asked to estimate, at the end of the task list, the percentage of their total job time that is spent on the tasks they rated.

2) The second factor, task difficulty, was measured via a Task Difficulty booklet containing the same listing of tasks. "Difficulty" is described as the amount of time it takes to learn to perform a task. Selected O-6s were instructed to rate each task on the following nine-point scale according to its relative difficulty compared to the other tasks.

1. Extremely low
2. Very low
3. Low
4. Below average
5. Average
6. Above average
7. High
8. Very high
9. Extremely high

3) The third instrument, a PME Curriculum Topics booklet, contained a list of 247 major topic areas covered in officer PME courses. For each of these topics, respondents were asked to rate the extent they need that topic in order to perform their current job. Respondents were then asked to rate a second listing of the same 247 topics according to the need for each topic in order to have an effective professional career. In both ratings the following eight-point scale was used:

1. Not needed
2. Minor need
- 3.
- 4.
5. Substantial need
- 6.
- 7.
8. Great need

The scale is the same as the one used in AFHRL's 1964 Management Activity Study, and it was selected to facilitate comparison of the results of the 1964 and 1980 PME topics ratings. This comparison will be addressed in later publications.

#### Determination of Samples

To insure that no respondent received more than one booklet, separate random samples were selected for administration of the various instruments. Each sample was selected on the basis of different criteria. For the main portion of the survey - the USAF Job Inventory - two separate samples were selected in an attempt to get both paygrade specific data and utilization field specific data. The paygrade specific sample consisted of 3600 officers (600 in each paygrade O-1 through O-6).

The utilization fields were identified by the first two digits of the Air Force Specialty Code (AFSC). Because utilization field specific sampling within each officer paygrade would have required an unmanageable number of surveys, Air University agencies agreed to limit this sample to paygrades 0-3, 0-4, and 0-6. As a result, approximately 8600 officers (3700 0-3s, 3300 0-4s, and 1600 0-6s) were randomly selected for a separate administration of the same Job Inventory booklet.

Unlike the main survey sample, the raters for the Task Difficulty portion of the survey had to be a relatively small group of experienced people who were currently familiar with almost all of the tasks in the inventory. Thus, the sample for that part of the survey consisted of 100 randomly selected 0-6s.

And finally, for the PME Curriculum Topics booklet another representative sample from each paygrade, 0-1 through 0-6, was needed. Therefore, 3,600 officers (600 in each of these paygrades) were selected for this portion of the survey.

#### Administration of Surveys

The survey booklets were administered in three separate mailings through consolidated base personnel offices (CBPOs) worldwide between November 1979 and April 1980. Table 1 lists the percentage of returns for each survey sample.

TABLE 1

<u>OFFICER SURVEY INSTRUMENT</u>	<u>PERCENT RETURNED</u>
JOB INVENTORY - PAYGRADE SPECIFIC SAMPLE	71
JOB INVENTORY - UTILIZATION FIELD SPECIFIC SAMPLE	71
TASK DIFFICULTY	61
PME CURRICULUM TOPICS - PAYGRADE SPECIFIC SAMPLE	68

As shown in Table 2, major command representation of the two paygrade specific samples closely reflects the actual MAJCOM distribution of all officers assigned.

TABLE 2

## COMMAND REPRESENTATION OF TWO PAYGRADE SPECIFIC SURVEY SAMPLES

<u>MAJOR COMMAND</u>	<u>PERCENTAGE OF TOTAL ASSIGNED</u>	<u>PERCENTAGE OF JOB INVENTORY SAMPLE</u>	<u>PERCENTAGE OF PME TOPICS SAMPLE</u>
AAC	1	1	1
AFCC	3	4	4
AFLC	3	3	3
AFSC	10	12	10
ATC	16	11	12
ESC	1	2	1
MAC	12	12	12
PACAF	3	2	2
SAC	19	20	21
TAC	14	15	13
USAFE	7	7	7
OTHERS	11	11	14

## ANALYSIS OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASKS PERFORMED BY EACH PAYGRADE

As the curricula of various officer PME programs are primarily geared to the needs of officers at distinct phases in their careers, it seemed desirable to analyze the relative involvement in leadership, management, and communicative tasks of each officer paygrade (see Appendix A). These comparisons were made by analyzing the percentage of each officer paygrade that performs each task in the job inventory. According to Air Training Command guidelines (as outlined in ATCR 52-22), performance of a task by 50 percent or more of a group indicates that some formal training on the task may be necessary. Performance of a task by 30-49 percent of the members of a group indicates that the task might be considered for some type of background or fundamental training. Although these guidelines are designed for technical training decisions, in the data analysis these 30 and 50 percent figures were used as indicators of a significant extent of task performance. Table 3 depicts some of the results of this analysis and shows a pattern of increasing involvement in leadership, management, and communicative tasks as officers increase in rank from lieutenant to colonel.

This pattern of task performance is supported and partially explained by other data from the officer PME survey. Table 4 shows that the percentage of officers who have supervisory responsibilities increases from 36 percent among lieutenants to 91 percent among colonels. In addition, Table 5 illustrates the manner in which the percentage of officers assigned to higher organizational levels increases as paygrade increases. Related to these supervisory and organizational assignment patterns, then, are the data in Table 6, which show that the percentage of total job time spent on the leadership, management, and communicative tasks in the job inventory increases from a level of 56 percent among lieutenants to 83 percent among full colonels.

Although this overall pattern of increasing involvement is fairly predictable, it does illustrate the dynamic, ever-changing nature of most officers' leadership, management, and communicative responsibilities. And, more important for curriculum developers, it provides the rationale for a continuing, multi-phased professional development program. In order to determine the specific PME needs of officers at various points in their careers, however, a more detailed analysis of the leadership, management, and communicative task involvement of each paygrade is necessary. The following paragraphs provide some general insight into those more specific needs

### 0-1/0-2 Task Involvement

As might be expected in an analysis of the leadership, management, and communicative tasks performed by various officer grades, the 0-1 and 0-2 personnel reported least involvement in these types of activities. In addition, the data show relatively little difference between the leadership, managerial, and communicative activity of second and first lieutenants; and thus, they are considered together in this section of the survey report. As shown in Tables 4 and 5, nearly 67 percent of the lieutenants are assigned at squadron level

and below, and only 36 percent of the lieutenants report that they are supervisors. Of the 325 tasks listed in the job inventory, only 83 were performed by 30 percent or more of the O-1 or O-2 respondents. They also reported that their overall involvement with leadership, management, and communicative tasks takes from 56 to 60 percent of their total job time.

A listing of the 83 tasks which are performed by at least 30 percent of the lieutenants is found in Appendix B. A review of this list shows that a lieutenant's involvement in leadership, management, and communicative tasks is likely to include the following:

a. A large variety of communicative behaviors, including the drafting of military letters, memoranda, messages, APRs, and inputs to directives; participation in conferences or meetings; preparation and delivery of formal and informal briefings; provision of oral information or advice to supervisors, peers, and subordinates; and reading of various technical, professional, or other job-related publications.

b. A number of tasks related to motivating or maintaining the welfare of subordinates or peers, such as counseling military personnel on job-related matters; analyzing subordinates' personal problems; determining ways to increase job satisfaction; presenting the interests of subordinates to higher authorities; providing negative or positive feedback; and implementing morale-building activities.

c. Evaluation of factors in the work environment, such as oneself, the personalities of others, the performance of military personnel, and the suitability of existing equipment, material, or facilities.

d. A few of the aspects involved in planning current or day-to-day activities, such as identifying tasks, establishing priorities, and formulating alternative methods to be used.

e. Basic tasks related to organizing and directing personnel in job accomplishment, including assigning tasks, duties, and areas of responsibility; allocating time for tasks or projects; and issuing direct orders to, persuading, or obtaining agreement from, others to get them to accomplish tasks.

### 0-3 Task Involvement

According to the survey data in Tables 4 - 6, the overall leadership, management, and communicative task involvement of O-3 respondents is somewhat greater than the involvement of O-1s or O-2s. Slightly more O-3s report that they are supervisors; a greater percentage of them are assigned to positions at MAJCOM level or higher; and they report that leadership, management, and communicative tasks take up a slightly larger percentage of their total job time.

In terms of individual task involvement, almost all of the 83 tasks performed by at least 30 percent of the lieutenants are also performed by equal or greater percentages of captains. In addition, 41 other tasks are performed by at least 30 percent of the captains. These new areas include:



a. Several communicative tasks, such as the drafting or writing of position papers, background papers, talking papers, military awards recommendations, and OERs; and the planning or leading of conferences, committee meetings, or working groups.

b. Slightly wider involvement with tasks related to insuring the job satisfaction or health and welfare of subordinates, including establishing experience broadening programs within the unit, explaining reasons for changes in personnel utilization, writing letters of recognition, taking direct actions to help resolve subordinates' problems, or referring personnel to other helping agencies.

c. The greatest involvement of any paygrade in training management tasks, such as determining training requirements for individuals, evaluating the progress of trainees, and evaluating the effectiveness of training programs.

d. A few tasks related to evaluation, such as evaluating the unit or section accomplishment of objectives, evaluating inspection results, or determining suitability of new or modified materials, equipment, methods, or procedures.

e. Broader involvement in all aspects of planning current activities and limited involvement in some aspects of planning future or long-term activities.

#### 0-4 Task Involvement

A relatively large increase in performance of leadership, management, and communicative tasks is observed between the 0-3 and 0-4 paygrades. Among the 0-4s the majority (59 percent) of the respondents are supervisors, 34 percent are assigned at MAJCOM level or above (this is double the number of 0-3s at these higher organizational levels), and nearly three-fourths of the 0-4's total job time is devoted to performing tasks in the job inventory. In addition, a total of 43 new tasks are performed by 30 percent or more of the 0-4 respondents. Among the 43 new tasks are the following:

a. Writing military job descriptions, OER and APR indorsements, and staff summaries.

b. Tasks related to direction and control of the resources of a section or unit, such as evaluating or monitoring the use of equipment, facilities, funds, or personnel; or providing inputs to budget requests or requests for supplies or equipment.

c. A few tasks related to selection or assignment of personnel, including interviewing military personnel for potential assignment, monitoring the manning status, selecting personnel to fill vacant or new positions, and assigning personnel to work sections, crews, or special duties.

d. Tasks related to establishing the procedures for operation of a section or unit, such as conducting staff meetings, developing office management procedures, establishing procedures for reviewing or routing information, and establishing requirements or formats for reports.

e. Several tasks designed to insure the quality of work of a unit or section, including reviewing section progress against established milestones; reviewing suspenses; and reviewing, editing, or approving plans or proposals, documents such as staff summaries, or oral presentations.

f. Involvement in all aspects of planning for future or long-term activities.

#### 0-5 Task Involvement

Indicative of the increased leadership, management, and communicative task involvement of 0-5 respondents is the fact that 75 percent of them report being in supervisory positions. In fact, many of the new tasks performed by at least 30 percent of the 0-5 respondents are related to personnel activities normally associated with supervision. This unique 0-5 involvement includes:

a. The first notable interaction with civilian personnel activities, such as drafting civilian job descriptions, drafting civilian performance appraisals, counseling civilian employees, evaluating civilian grade authorizations, or interviewing civilian personnel for hiring.

b. Selected disciplinary activities, such as determining appropriate corrective actions, coordinating with special agencies such as legal or personnel agencies on administrative or disciplinary actions, and administering supervisory-level corrective actions, such as verbal reprimands, to military personnel.

c. Tasks related to establishment of unit or section personnel needs, such as determining positions to be deleted or adjusted due to mandatory reductions or changes, preparing requests for manpower authorizations, providing inputs to manpower documents, and initiating personnel actions, such as classification, assignment, or selection.

d. Activities related to organizing, or to obtaining and controlling nonpersonnel resources; these include allocating funds, allocating supplies or equipment, designating workspace use, analyzing or adjusting organizational structures of sections or units, and preparing budget estimates or requests.

e. Communicative tasks, including drafting plans or exercises; drafting replies to official high-level inquiries, such as congressional inquiries; and giving dictation.

#### 0-6 Task Involvement

The 0-6 respondents report that an average of 83 percent of their total job time is taken up by the leadership, management, and communicative tasks in the inventory. And although more than half of the tasks in the inventory are performed by at least 50 percent of the 0-6s, there are only 30 new tasks which are performed by at least 30 percent of the 0-6 respondents. These tasks include:

a. Increased involvement with civilian personnel tasks, such as counseling civilian personnel, establishing civilian overtime policy, or coordinating with civilian employees or representatives on complaints.

b. Initiating or recommending disciplinary actions, including administrative corrective actions (such as verbal reprimand or control roster) to military personnel, supervisory level corrective actions to military personnel, and disciplinary actions for civilians.

c. Allocating the use of buildings and facilities and recommending approval or disapproval of requests for facility construction or modification.

d. Interaction with base and community agencies to resolve problems or foster good will.

e. Drafting, preparing, or delivering speeches or lectures.

Of course, in using the survey task data, curriculum decisionmakers will be concerned with more factors than the tasks performed by 30 percent or more of each paygrade. Some tasks performed by a relatively small percentage of a paygrade group may be deemed important enough to require attention in a corresponding PME course; and other tasks performed by a relatively large percentage of respondents may require only peripheral attention. However, as demonstrated by the preceding paragraphs, these data can give some insight as to the approximate point in an officers' career when he or she is most likely to perform certain tasks and is most likely to derive the greatest benefit from instruction related to those tasks. In fact the officer survey data related to the task performance of lieutenants and captains has already proved useful in workshops designed to develop a common core curriculum for all precommissioning education programs.

TABLE 3

NUMBER OF TASKS PERFORMED BY 30 PERCENT AND 50 PERCENT  
OF PAYGRADES 0-1 THROUGH 0-6

<u>PAYGRADE</u>	<u>NO. PERFORMED BY 30 PERCENT OR MORE</u>	<u>NO. PERFORMED BY 50 PERCENT OR MORE</u>
0-1	77	20
0-2	76	19
0-3	127	43
0-4	164	84
0-5	218	130
0-6	240	174

TABLE 4

PERCENTAGE OF RESPONDENTS IN EACH PAYGRADE  
REPORTING THAT THEY ARE SUPERVISORS

<u>PAYGRADE</u>	<u>PERCENT SUPERVISING</u>
0-1	36
0-2	36
0-3	42
0-4	59
0-5	75
0-6	91

TABLE 5

PERCENTAGE OF RESPONDENTS IN EACH PAYGRADE ASSIGNED  
AT VARIOUS ORGANIZATIONAL LEVELS

<u>PAYGRADE</u>	<u>PERCENT ASSIGNED AT SQUADRON LEVEL OR BELOW</u>	<u>PERCENT ASSIGNED AT MAJCOM LEVEL OR ABOVE</u>
0-1	66	8
0-2	67	6
0-3	50	17
0-4	30	34
0-5	24	36
0-6	9	41

TABLE 6

PERCENTAGE OF TOTAL JOB TIME SPENT ON LEADERSHIP, MANAGEMENT,  
AND COMMUNICATIVE TASKS BY EACH PAYGRADE

<u>PAYGRADE</u>	<u>PERCENTAGE OF TOTAL JOB TIME</u>
0-1	60
0-2	56
0-3	63
0-4	73
0-5	76
0-6	83

## ANALYSIS OF DIFFERENCES IN TASKS PERFORMED BY VARIOUS UTILIZATION FIELDS WITHIN SINGLE PAYGRADES

The paygrade specific task data provided in the preceding section of this report is most helpful in curriculum decisionmaking when there is a great degree of homogeneity among the tasks performed by members of a paygrade. However, if a large disparity in task performance exists, then a paygrade based curriculum may not meet some of the specific needs of the student population. To determine if differences exist in the leadership, management, and communicative tasks performed by officers in a single paygrade, an analysis was made of the task responses of various utilization fields in paygrades 0-3, 0-4, and 0-6. For each task in the job inventory, the percentage of respondents in each utilization field of a single paygrade who perform that task was determined. Then these utilization field percentages on each task were compared to the percent members performing average for the entire paygrade. Table 7 shows the percent of O-4s performing several tasks, and it illustrates the manner in which the responses from two utilization fields may differ from the paygrade average. For most utilization fields the percentage of respondents performing a specific task is usually closer to the paygrade average than these examples. However, on at least a third of the tasks in the inventory, there are ten or more utilization fields where the percentage of respondents performing one of those tasks differ from the paygrade average by at least 20 points.

Another method used to analyze these data was to compare, for each utilization field in a paygrade, the total number of tasks performed by at least 30 percent of that field's respondents. Tables 8 through 10 list the utilization fields in paygrades 0-3, 0-4, and 0-6 that have the greatest and least number of tasks performed by at least 30 percent of the survey respondents in that group. In many cases these totals are quite different from the number of tasks performed by at least 30 percent of the entire paygrade.

It seems evident from this analysis that the involvement in leadership, management, and communicative tasks varies from utilization field to utilization field. The disparities are greater among the 0-3 and 0-4 respondents and decline among the 0-6 respondents. Nevertheless, these differences indicate that officers enrolled in a specific PME course may enter that course with a variety of different experiences as well as correspondingly different needs.

TABLE 7

EXAMPLE OF DIFFERENCES IN PERCENT MEMBERS PERFORMING BETWEEN ALL O-4  
RESPONDENTS AND TWO O-4 UTILIZATION FIELD GROUPS

TASKS	PERCENT OF ALL O-4s	PERCENT OF O-4s IN	
		40XX FIELD	27XX FIELD
DESIGN OR DEVELOP REPORTING DEVICES, SUCH AS FORMS, STATUS BOARDS, OR CHARTS	42	60	28
DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR)	42	71	17
DRAFT OR WRITE RESPONSES TO INSPECTION REPORTS OR AUDIT REPORTS	41	76	16
COUNSEL OR ADVISE MILITARY PERSONNEL ON FAILURE TO MAINTAIN PROFESSIONAL STANDARDS, SUCH AS APPEARANCE STANDARDS	48	71	29
DEFINE OR EXPLAIN STANDARDS, SUCH AS APPEARANCE, JOB PERFORMANCE, OR BEHAVIOR STANDARDS, EXPECTED OF SUBORDINATES	46	60	29
COORDINATE WITH OR REFER PERSONNEL TO OTHER AGENCIES TO HELP RESOLVE SUBORDINATES' PROBLEMS	35	53	14
EVALUATE INSPECTION OR INVESTIGATION RESULTS	42	80	17
ESTABLISH PROCEDURES FOR REVIEWING OR ROUTING INFORMATION	35	60	17
REVIEW, EDIT, APPROVE, OR DISAPPROVE DIRECTIVES, SUCH AS REGULATIONS, ORDERS, OR POLICY LETTERS	50	80	24

TABLE 8

UTILIZATION FIELDS IN 0-3 PAYGRADE SAMPLE REPORTING EITHER  
THE GREATEST OR LEAST NUMBER OF TASKS PERFORMED  
BY 30 PERCENT OR MORE OF THE GROUP MEMBERS

<u>UTILIZATION FIELDS WITH GREATEST NUMBER OF TASKS PERFORMED BY AT LEAST 30% OF FIELD</u>	<u>NUMBER OF TASKS</u>
05XX DISASTER PREPAREDNESS	252
64XX SUPPLY MANAGEMENT	246
16XX AIR TRAFFIC CONTROL	245
73XX PERSONNEL	241
81XX SECURITY POLICE	241
62XX SERVICES	231
79XX PUBLIC AFFAIRS	224
90XX HEALTH SERVICES MANAGEMENT	221
60XX TRANSPORTATION	216
40XX AIRCRAFT MAINTENANCE AND MUNITIONS	201
 NUMBER OF TASKS PERFORMED BY AT LEAST 30% OF ALL 0-3 RESPONDENTS	  127
 <u>UTILIZATION FIELDS WITH LEAST NUMBER OF TASKS PERFORMED BY AT LEAST 30% OF FIELD</u>	
92XX BIOMEDICAL SCIENCE	99
94XX PHYSICIAN	59
95XX PHYSICIAN	59
93XX PHYSICIAN	51
98XX DENTAL	51



TABLE 9

UTILIZATION FIELDS IN 0-4 PAYGRADE SAMPLE REPORTING EITHER  
THE GREATEST OR LEAST NUMBER OF TASKS PERFORMED  
BY 30 PERCENT OR MORE OF THE GROUP MEMBERS

<u>UTILIZATION FIELDS WITH GREATEST NUMBER OF TASKS PERFORMED BY AT LEAST 30% OF FIELD</u>	<u>NUMBER OF TASKS</u>
62XX SERVICES	273
23XX AUDIOVISUAL	266
81XX SECURITY POLICE	249
65XX ACQUISITION CONTRACTING/MANUFACTURING	245
82XX SPECIAL INVESTIGATIONS	244
16XX AIR TRAFFIC CONTROL	242
73XX PERSONNEL	240
64XX SUPPLY MANAGEMENT	226
 NUMBER OF TASKS PERFORMED BY AT LEAST 30% OF ALL 0-4 RESPONDENTS	 164
 <u>UTILIZATION FIELDS WITH LEAST NUMBER OF TASKS PERFORMED BY AT LEAST 30% OF FIELD</u>	
97XX NURSE	127
95XX PHYSICIAN	89
98XX DENTAL	79
93XX PHYSICIAN	42
92XX BIOMEDICAL SCIENCE	36

TABLE 10

UTILIZATION FIELDS IN O-6 PAYGRADE SAMPLE REPORTING EITHER  
THE GREATEST OR LEAST NUMBER OF TASKS PERFORMED  
BY 30 PERCENT OR MORE OF THE GROUP MEMBERS

<u>UTILIZATION FIELDS WITH GREATEST NUMBER OF TASKS PERFORMED BY AT LEAST 30 PERCENT OF FIELD</u>	<u>NUMBER OF TASKS</u>
60XX TRANSPORTATION	269
55XX CIVIL ENGINEERING	264
30XX COMMUNICATIONS/ELECTRONICS	258
 NUMBER OF TASKS PERFORMED BY AT LEAST 30 PERCENT OF ALL O-6 RESPONDENTS	 240
 <u>UTILIZATION FIELDS WITH LEAST NUMBER OF TASKS PERFORMED BY AT LEAST 30 PERCENT OF FIELD</u>	
14XX PILOT (AIR OPERATIONS)	210
70XX ADMINISTRATION	203
79XX PUBLIC AFFAIRS	200
95XX PHYSICIAN	188
22XX NAVIGATOR	187
94XX PHYSICIAN	178
02XX INTERNATIONAL POLITICO-MILITARY AFFAIRS	156

## COMPARISON OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK INVOLVEMENT AMONG MAJOR UTILIZATION FIELD AREAS

It seems obvious from the analysis of individual utilization fields that officers in the same paygrade can have very different types of involvement with leadership, management, and communicative tasks, depending upon their technical specialty. And although it may not be feasible for PME courses to address the specific needs of members of each utilization field, curriculum personnel may be better able to deal with the differences among broader, more compatible groups of utilization fields. To facilitate a broader analysis of these differences then, data from the numerous officer utilization fields were combined into the following four major types of utilization fields: rated fields, scientific/technical fields, support fields, and medical fields (see Appendix C for individual utilization fields comprising each type). Comparisons of percent members performing data from each of these types of utilization fields within each paygrade revealed the following:

a. There is a great difference in leadership, management, and communicative task involvement among the four utilization field types at the 0-1/0-2 paygrade level. As shown in Tables 11 and 12, rated lieutenants reported much less involvement with these tasks than did lieutenants in the other three areas, and lieutenants in support fields reported much greater involvement than did lieutenants in the other three areas. Table 13 illustrates some of the differences in task performance between lieutenants in rated and support areas.

b. At the 0-3 level the leadership, management, and communicative task involvement of officers in the scientific/technical fields has increased so much that it now nearly equals that of the support field respondents. And although the involvement of rated respondents increases to the point where it is more similar to the involvement of respondents from medical fields, there is still a great difference between the tasks performed by members of these two areas and the tasks performed within the scientific/technical fields or the support fields (Table 14).

c. Among 0-4 respondents, rated officer involvement in leadership, management, and communicative tasks has increased to the point where it more closely compares to the involvement of respondents from the scientific/technical fields and the support fields. Major disparities remaining seem to center around tasks involving either planning or civilian personnel supervision and management (Table 15). The task involvement of respondents in medical utilization fields remains much smaller than the involvement of respondents from any of the other types of utilization fields. As is illustrated in Table 16, a good deal of this difference is found among tasks related to communication, controlling, or planning.

d. Although the leadership, management, and communicative task involvement of all four types of utilization fields increases among 0-5 respondents, the relative differences among the various types remain similar to the differences found among the 0-4 respondents. The only major change seems to be based on a relatively large increase in the percentage of 0-5s in scientific/technical fields who perform tasks related to management and supervision of civilian personnel.

e. At the 0-6 level, respondents in rated fields, scientific/technical fields, and support fields report approximately the same extent of involvement in leadership, management, and communicative tasks. Although the involvement of respondents in medical fields increases considerably at the 0-6 level, there is still some disparity in the percentage of members performing certain tasks, especially those tasks related primarily to communication and controlling (Table 17).

TABLE 11

COMPARISON OF PERCENT OF TOTAL JOB TIME SPENT ON  
LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASKS BY  
MEMBERS OF FOUR TYPES OF UTILIZATION FIELDS IN EACH PAYGRADE,  
0-1 THROUGH 0-6

<u>PAYGRADES</u>	<u>PERCENT OF TOTAL JOB TIME</u>			
	<u>RATED FIELDS</u>	<u>SCI/TECH FIELDS</u>	<u>SUPPORT FIELDS</u>	<u>MEDICAL FIELDS</u>
0-1/0-2	42	59	72	46
0-3	51	74	75	42
0-4	65	80	78	43
0-5	71	85	81	48
0-6	82	91	85	59

TABLE 12

COMPARISON OF THE NUMBER OF TASKS PERFORMED BY AT LEAST  
30 PERCENT OF THE RESPONDENTS IN FOUR TYPES OF UTILIZATION  
FIELDS IN EACH PAYGRADE, 0-1 THROUGH 0-6

<u>PAYGRADES</u>	<u>NUMBER OF TASKS</u>			
	<u>RATED FIELDS</u>	<u>SCI/TECH FIELDS</u>	<u>SUPPORT FIELDS</u>	<u>MEDICAL FIELDS</u>
0-1/0-2	26	79	134	65
0-3	84	146	168	90
0-4	155	190	200	75
0-5	196	238	217	130
0-6	240	247	232	216

TABLE 13

TASKS EXEMPLIFYING DIFFERENCES IN PERCENT MEMBERS PERFORMING BETWEEN  
LIEUTENANTS IN SUPPORT FIELDS AND LIEUTENANTS IN RATED FIELDS

TASKS	SUPPORT PERCENT PERFORMING	RATED PERCENT PERFORMING	PERCENTAGE DIFFERENCE
B76 COUNSEL OR ADVISE MILITARY PERSONNEL ON FAILURE TO MAINTAIN PROFESSIONAL STANDARDS, SUCH AS APPEARANCE STANDARDS	60	9	51
A17 DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR) OR SUGGESTED IMPROVEMENTS	52 85	3 37	49 48
A25 DRAFT OR WRITE LETTERS IN MILITARY FORMAT			
K245 MONITOR, OBSERVE, OR CHECK ON THOSE SUBORDINATE IN RANK OR POSITION IN ACCOMPLISHMENT OF TASKS	64	17	47
A7 COORDINATE COMMUNICATIONS, SUCH AS CORRESPONDENCE OR STUDIES, WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	65	18	47
K237 DELEGATE AUTHORITY TO PERSONNEL FOR TASK ACCOMPLISHMENT	56	10	46
E134 LISTEN TO OR ACT AS SOUNDING BOARD FOR UNSOLICITED IDEAS FROM SUBORDINATES	58	14	44
C91 DEFINE OR EXPLAIN STANDARDS, SUCH AS APPEARANCE, JOB PERFORMANCE, OR BEHAVIOR STANDARDS, EXPECTED OF SUBORDINATES	58	15	43
H185 EVALUATE MILITARY PERSONNEL ON FACTORS SUCH AS JOB PERFORMANCE OR PROFESSIONAL QUALITIES	54	11	43
E131 COORDINATE WITH OR REFER PERSONNEL TO OTHER AGENCIES TO HELP RESOLVE SUBORDINATES' PROBLEMS	49	7	42
K243 ISSUE DIRECT ORDERS TO THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS	53	13	40
A44 PARTICIPATE AS A MEMBER OF CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	55	15	40
B79 COUNSEL OR ADVISE PERSONNEL ON PERSONAL PROBLEMS, SUCH AS FINANCIAL OR DOMESTIC MATTERS	44	5	39
A24 DRAFT OR WRITE INTERNAL CORRESPONDENCE, SUCH AS MEMORANDA OR TRIP REPORTS	57	19	38
L291 REVIEW, EDIT, APPROVE, OR DISAPPROVE OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMORANDA, OR REPORTS	42	4	38

TABLE 14

TASKS EXEMPLIFYING DIFFERENCES IN PERCENT MEMBERS PERFORMING  
BETWEEN CAPTAINS IN SUPPORT FIELDS AND CAPTAINS IN RATED FIELDS

TASKS	SUPPORT PERCENT PERFORMING	RATED PERCENT PERFORMING	PERCENTAGE DIFFERENCE
L258 COMPILE AND ORGANIZE INFORMATION TO FACILITATE DECISIONMAKING OF OTHERS	65	23	42
L262 DETERMINE OR REEVALUATE THE NEED FOR PLANS, PROGRAMS, OR ACTIVITIES	58	18	40
L261 COORDINATE ONGOING ACTIVITIES OR EVENTS WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	70	31	39
L291 REVIEW, EDIT, APPROVE, OR DISAPPROVE OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMORANDA, OR REPORTS	58	19	39
A16 DRAFT OR WRITE ADVOCACY PAPERS, SUCH AS POSITION, DECISION, OR POLICY PAPERS	50	12	38
A17 DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR) OR SUGGESTED INDORSEMENTS	55	18	37
J213 DETERMINE RESOURCES, SUCH AS FUNDS, FACILITIES, PERSONNEL, OR EQUIPMENT REQUIRED FOR CURRENT ACTIVITIES	52	16	36
L282 REVIEW SUSPENSES	48	13	35
A22 DRAFT OR WRITE INFORMATIONAL PAPERS, SUCH AS BACKGROUND OR TALKING PAPERS	59	25	34
A49 PLAN OR ARRANGE CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	52	19	33
J221 ESTIMATE OR ASSESS IMPACT ON OWN UNIT OR SECTION OF PLANS OR PROJECTS PROPOSED BY OTHERS	45	13	32
L287 REVIEW, EDIT, APPROVE, OR DISAPPROVE DIRECTIVES, SUCH AS REGULATIONS, ORDERS, OR POLICY LETTERS	48	17	31
J228 SET OR ADJUST GOALS OR OBJECTIVES FOR CURRENT ACTIVITIES	52	22	30
*	*	*	*
F138 ADMINISTER OR SCORE TRAINING EVALUATIONS, SUCH AS PERFORMANCE OR WRITTEN TESTS	14	43	-29
F142 ATTEND SCHEDULED TRAINING SESSIONS TO MAINTAIN JOB PROFICIENCY OR KNOWLEDGE	42	78	-36

TABLE 15

TASKS EXEMPLIFYING DIFFERENCES IN PERCENT MEMBERS PERFORMING BETWEEN  
MAJORS IN SCIENTIFIC/TECHNICAL FIELDS AND MAJORS IN RATED FIELDS

TASKS	SCI/TECH PERCENT PERFORMING	RATED PERCENT PERFORMING	PERCENTAGE DIFFERENCE
J216 ESTABLISH OR ADJUST MILESTONES OR SUSPENSES FOR FUTURE OR LONG-TERM ACTIVITIES	69	25	44
J228 SET OR ADJUST GOALS OR OBJECTIVES FOR CURRENT ACTIVITIES	77	39	38
J229 SET OR ADJUST GOALS OR OBJECTIVES FOR FUTURE OR LONG-TERM ACTIVITIES	62	25	37
J212 DETERMINE RESOURCES, SUCH AS FUNDS, FACILITIES, PERSONNEL, OR EQUIPMENT REQUIRED FOR FUTURE OR LONG-TERM ACTIVITIES	72	35	37
H193 EVALUATE USE OF FUNDS	53	19	34
H180 EVALUATE CIVILIAN PERSONNEL ON FACTORS SUCH AS JOB PERFORMANCE OR PROFESSIONAL QUALITIES	43	9	34
H181 EVALUATE CONTRACTOR SERVICES OR PERFORMANCE	43	11	32
M296 PREPARE BUDGET ESTIMATES OR REQUESTS	50	19	31
A11 DEVELOP, REVISE, OR DRAFT CIVILIAN JOB DESCRIPTIONS	45	15	30
G169 INTERVIEW CIVILIAN PERSONNEL FOR HIRING	35	6	29
A37 DRAFT OR WRITE STAFF SUMMARIES OR EXECUTIVE SUMMARIES	54	26	28
L286 REVIEW, APPROVE, OR DISAPPROVE REQUESTS FOR GOODS OR SERVICES	38	11	27
D116 INITIATE RECOMMENDATIONS FOR CIVILIAN PERFORMANCE AWARDS	36	10	26
A20 DRAFT OR WRITE CIVILIAN PERFORMANCE APPRAISALS OR REPORTS	39	14	25
*	*	*	*
F156 EVALUATE PROGRESS OF TRAINEES	15	41	-26
F142 ATTEND SCHEDULED TRAINING SESSIONS TO MAINTAIN JOB PROFICIENCY OR KNOWLEDGE	28	58	-30



TABLE 16

TASKS EXEMPLIFYING DIFFERENCES IN PERCENT MEMBERS PERFORMING BETWEEN MAJORS IN  
SCIENTIFIC/TECHNICAL FIELDS AND MAJORS IN MEDICAL FIELDS

TASKS	SCI/TECH PERCENT PERFORMING	MEDICAL PERCENT PERFORMING	PERCENTAGE DIFFERENCE
J215 ESTABLISH OR ADJUST MILESTONES OR SUSPENSES FOR CURRENT ACTIVITIES	85	10	75
A24 DRAFT OR WRITE INTERNAL CORRESPONDENCE, SUCH AS MEMORANDA OR TRIP REPORTS	97	26	71
A50 PRACTICE OR DELIVER FORMAL BRIEFINGS	72	3	69
A7 COORDINATE COMMUNICATIONS, SUCH AS CORRESPONDENCE OR STUDIES, WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	96	28	68
A25 DRAFT OR WRITE LETTERS IN MILITARY FORMAT	96	33	63
J216 ESTABLISH OR ADJUST MILESTONES OR SUSPENSES FOR FUTURE OR LONG-TERM ACTIVITIES	69	8	61
L292 SCREEN INCOMING CORRESPONDENCE TO DETERMINE APPROPRIATE ROUTING	65	5	60
L284 REVIEW, APPROVE, OR DISAPPROVE PLANS OR PROPOSALS	59	0	59
A22 DRAFT OR WRITE INFORMATIONAL PAPERS, SUCH AS BACKGROUND OR TALKING PAPERS	76	18	58
L291 REVIEW, EDIT, APPROVE, OR DISAPPROVE OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMORANDA, OR REPORTS	70	13	57
J213 DETERMINE RESOURCES, SUCH AS FUNDS, FACILITIES, PERSONNEL, OR EQUIPMENT REQUIRED FOR CURRENT ACTIVITIES	80	23	57
J228 SET OR ADJUST GOALS OR OBJECTIVES FOR CURRENT ACTIVITIES	77	23	54
L258 COMPILE AND ORGANIZE INFORMATION TO FACILITATE DECISIONMAKING OF OTHERS	74	21	53
J211 COORDINATE PLANS OR PROPOSALS WITH OTHERS TO OBTAIN CONCURRENCE, SUPPORT, OR TO PASS INFORMATION	84	31	53
A37 DRAFT OR WRITE STAFF SUMMARIES OR EXECUTIVE SUMMARIES	54	3	51
M305 PROVIDE INPUTS TO BUDGET ESTIMATES OR REQUESTS	58	8	50
*	*	*	*
A51 PRACTICE OR DELIVER LECTURES	11	62	-51

TABLE 17

TASKS EXEMPLIFYING DIFFERENCES IN PERCENT MEMBERS PERFORMING BETWEEN COLONELS IN SUPPORT FIELDS AND COLONELS IN MEDICAL FIELDS

TASKS	SUPPORT PERCENT PERFORMING	MEDICAL PERCENT PERFORMING	PERCENTAGE DIFFERENCE
L290 REVIEW, EDIT, APPROVE, OR DISAPPROVE ORAL PRESENTATIONS, SUCH AS SPEECHES OR BRIEFINGS	82	25	57
L288 REVIEW, EDIT, APPROVE, OR DISAPPROVE DOCUMENTS, SUCH AS STAFF SUMMARIES OR BACKGROUND PAPERS	87	31	56
L280 REVIEW OR CERTIFY TIME ACCOUNTING FORMS OR CARDS	68	17	51
A50 PRACTICE OR DELIVER FORMAL BRIEFINGS	77	31	46
A22 DRAFT OR WRITE INFORMATIONAL PAPERS, SUCH AS BACKGROUND OR TALKING PAPERS	76	35	41
K233 ALLOCATE, REALLOCATE, OR DISTRIBUTE FUNDS	60	23	37
L283 REVIEW, APPROVE, OR DISAPPROVE PERSONNEL ACTIONS, SUCH AS CLASSIFICATION, ASSIGNMENT, OR SELECTION	62	25	37
L275 MONITOR OR CONTROL CIVILIAN OVERTIME POLICY	43	6	37
*	*	*	*
C89 COMPILE DOCUMENTATION TO SUPPORT POSSIBLE ADMINISTRATIVE OR DISCIPLINARY ACTIONS	26	58	-32
F144 ATTEND SCHEDULED TRAINING SESSIONS TO UPGRADE JOB PROFICIENCY OR LEARN NEW SKILLS	19	52	-33
F142 ATTEND SCHEDULED TRAINING SESSIONS TO MAINTAIN JOB PROFICIENCY OR KNOWLEDGE	25	63	-38
F141 ATTEND EDUCATIONAL PROGRAMS OR PROFESSIONAL DEVELOPMENT COURSES DURING DUTY TIME	35	81	-46

## TASK DIFFICULTY RATINGS

In the process of using occupational survey data to make curriculum decisions, a knowledge of the relative difficulty of the tasks performed by respondents can often be helpful. As discussed earlier in this study, task difficulty was defined as "the length of time it takes an average incumbent to learn to do a task" and was rated on a nine-point scale from extremely low difficulty to extremely high difficulty. These ratings can be used to help determine the method of instruction, number of course hours devoted to a subject, or even, for tasks of extremely low difficulty, whether any formal instruction is necessary at all.

The relative difficulty of each task in the inventory of leadership, management, and communicative tasks is based on the ratings of 60 experienced O-5s assigned worldwide. These ratings were processed to produce an ordered listing of all tasks in terms of their relative difficulty among the tasks in this job inventory and were adjusted to have an average difficulty of 5.0. Tasks rated 6.0 or above are considered to be the more difficult tasks in this inventory and those tasks rated below 4.0 are considered to be the less difficult. The interrater reliability coefficient computed on these ratings was very high (.96) and indicates that the raters were in substantial agreement about the relative difficulty of the tasks.

Table 18 lists the 25 tasks from the inventory that received the highest difficulty ratings. Of the 25 top rated tasks, 18 are directly related to communicative skills or long-range planning. For a majority of those tasks, less than 30 percent of any paygrade report performing them.

Table 19 lists the 25 lowest-rated tasks, and unlike the highest-rated tasks, a majority of these tasks are performed by at least 30 percent of the officers in paygrades O-1 through O-6. Most of these tasks involve handling correspondence or directives, participating in meetings or conferences, maintaining files or records, attending training sessions, and providing feedback to subordinates.

TABLE 18  
TASKS RATED MOST DIFFICULT

TASKS	TASK DIFFICULTY
A21 DRAFT OR WRITE FORMAL JOINT CHIEFS OF STAFF PAPERS	8.19
A38 DRAFT OR WRITE TESTIMONY FOR GOVERNMENTAL PROCEEDINGS, SUCH AS CONGRESSIONAL OR PRESIDENTIAL COMMISSION HEARINGS	8.16
A1 ASSEMBLE BACKUP MATERIAL FOR GOVERNMENTAL PROCEEDINGS, SUCH AS CONGRESSIONAL OR PRESIDENTIAL COMMISSION HEARINGS	7.59
A3 CHAIR OR PRESIDE OVER INVESTIGATIVE OR TECHNICAL BOARDS, SUCH AS MISHAP OR ACCIDENT INVESTIGATIONS	7.54
A71 WRITE TECHNICAL OR RESEARCH REPORTS	7.41
A62 WRITE ARTICLES FOR PROFESSIONAL PUBLICATIONS, SUCH AS BOOKS OR JOURNALS	7.33
A16 DRAFT OR WRITE ADVOCACY PAPERS, SUCH AS POSITION, DECISION, OR POLICY PAPERS	7.32
J212 DETERMINE RESOURCES, SUCH AS FUNDS, FACILITIES, PERSONNEL, OR EQUIPMENT REQUIRED, FOR FUTURE OR LONG-TERM ACTIVITIES	7.01
A29 DRAFT OR WRITE PLANS, EXERCISES, OR MOVEMENT PLANS	6.85
C105 REVIEW, APPROVE, OR MITIGATE COURT-MARTIAL ACTIONS	6.81
J210 COMPILE OR FORMULATE ALTERNATIVE METHODS OR PROCEDURES TO BE USED IN FUTURE OR LONG-TERM ACTIVITIES	6.72
I197 CONDUCT FORMAL INVESTIGATIONS, SUCH AS ACCIDENT, INCIDENT, OR REPORTS OF SURVEY	6.67
I199 CONDUCT INVESTIGATIONS IN RESPONSE TO CONGRESSIONAL OR PRESIDENTIAL INQUIRIES	6.61
A35 DRAFT OR WRITE SPEECHES	6.53
A36 DRAFT OR WRITE STAFF STUDIES USING FORMAL STAFF STUDY FORMAT	6.53
A8 DESIGN OR DEVELOP FORMATS OF COMPUTERIZED PRODUCTS	6.50
A63 RESPOND OR DRAFT REPLIES TO OFFICIAL HIGH-LEVEL INQUIRY, SUCH AS CONGRESSIONAL OR PRESIDENTIAL INQUIRIES	6.49
J219 ESTABLISH PLANS TO MEET EMERGENCY OR UNFORESEEN SITUATIONS	6.47
K244 ISSUE DIRECT ORDERS TO THOSE SUPERIOR IN RANK OR POSITION TO ACCOMPLISH TASKS	6.47
F153 DEVELOP TRAINING PROGRAMS	6.38
A2 CHAIR OR LEAD CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	6.35
E130 ANALYZE SUBORDINATES' PERSONAL PROBLEMS	6.35
J223 IDENTIFY TASKS NECESSARY TO ACCOMPLISH OBJECTIVES FOR FUTURE OR LONG-TERM ACTIVITIES	6.31
A33 DRAFT OR WRITE REPORTS OF INVESTIGATIONS; FOR EXAMPLE, INVESTIGATIONS OF SAFETY, SECURITY, OR OTHER INCIDENTS	6.27
A154 ESTABLISH TRAINING PERFORMANCE STANDARDS OR CRITERIA	6.26

TABLE 19

## TASKS RATED LEAST DIFFICULT

TASKS	TASK DIFFICULTY
A44 PARTICIPATE AS A MEMBER OF CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	3.52
L292 SCREEN INCOMING CORRESPONDENCE TO DETERMINE APPROPRIATE ROUTING	3.51
N320 PARTICIPATE IN MILITARY FORMATIONS, SUCH AS PARADES, RETREATS, OR INSPECTIONS	3.50
L269 MAINTAIN OFFICIAL ADMINISTRATIVE FILES OR RECORDS	3.38
F142 ATTEND SCHEDULED TRAINING SESSIONS TO MAINTAIN JOB PROFICIENCY OR KNOWLEDGE	3.38
D124 PROVIDE SECTION OR UNIT WITH INFORMAL POSITIVE FEEDBACK	3.33
D129 WRITE OR ENDORSE LETTERS OR MEMOS RECOGNIZING ACCOMPLISHMENTS OR PERFORMANCE	3.27
D122 PROVIDE INDIVIDUALS WITH INFORMAL POSITIVE FEEDBACK ON JOB PERFORMANCE OR ACCOMPLISHMENTS	3.27
L272 MAINTAIN WORKING FILES OR RECORDS	3.26
A59 READ DIRECTIVE PUBLICATIONS, SUCH AS OPERATING INSTRUCTIONS, REGULATIONS, TECHNICAL ORDERS, OR CHECKLISTS	3.25
A26 DRAFT OR WRITE LETTERS IN NONMILITARY FORMAT	3.25
L293 SET UP OR IMPLEMENT RECALL PROCEDURES	3.24
J225 SCHEDULE UNIT ACTIVITIES, SUCH AS COMMANDER'S CALL, MOBILITY EXERCISES, OR SOCIAL EVENTS	3.23
L280 REVIEW OR CERTIFY TIME ACCOUNTING FORMS OR CARDS	3.22
F144 ATTEND SCHEDULED TRAINING SESSIONS TO UPGRADE JOB PROFICIENCY OR LEARN NEW SKILLS	3.20
L282 REVIEW SUSPENSES	3.14
F138 ADMINISTER OR SCORE TRAINING EVALUATIONS, SUCH AS PERFORMANCE OR WRITTEN TESTS	3.07
I203 INSPECT BARRACKS (DORMITORIES)	3.04
D118 MAKE INFORMAL VISIBILITY VISITS TO SUBORDINATE UNITS OR SECTIONS FOR MOTIVATIONAL PURPOSES	3.02
D119 PARTICIPATE IN OR ATTEND MORALE-BUILDING ACTIVITIES, SUCH AS SOCIAL, RECREATIONAL, OR ORIENTATION PROGRAMS	2.94
A60 READ INCOMING OR OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMOS, REPORTS, OR MESSAGES	2.80
A48 PARTICIPATE IN UNIT OR SECTION STAFF MEETINGS	2.78
F143 ATTEND SCHEDULED TRAINING SESSIONS TO MEET GENERAL MILITARY REQUIREMENTS, SUCH AS OPSEC OR HUMAN RELATIONS TRAINING	2.72
A43 LOCATE APPROPRIATE DIRECTIVE PUBLICATIONS, SUCH AS REGULATIONS OR MANUALS	2.67
D128 TAKE ACTIONS TO MAINTAIN OWN APPEARANCE STANDARDS, SUCH AS KEEPING PHYSICALLY FIT OR GETTING HAIRCUTS	2.58

## RATINGS OF THE NEED FOR PME CURRICULUM TOPICS

In addition to the task performance data, PME curriculum developers may also find it helpful to review data based on the officer's assessment of their need for each of the curriculum topics in PME courses. As stated in the Introduction, a random sample of 3600 respondents reviewed a list of 247 general topics covering Officer PME curricula. They indicated, for each topic, the extent to which skill in, or knowledge of, that topic was necessary to perform their individual daily jobs. In addition, they also rated each topic as to the need for that topic in order to have an effective, professional career.

The analysis of these data was based primarily on a comparison of the average ratings for each topic and on a review of the distributions of those ratings. These comparisons were made within each paygrade, 0-1 through 0-6, and they led to the following conclusions:

a. Among the various types of curriculum topic areas, topics related to communicative skills received the highest average ratings, while topics related to military employment and to the military environment and national security received the lowest ratings.

b. For most of the topics the need on the job is perceived to be greater among higher ranking respondents.

c. Officers perceived a greater need for the PME topics in order to have an effective professional career and less of a need for the topics in order to perform their daily jobs.

d. For some topics, a distinct lack of agreement exists, within each paygrade, about the extent to which these topics are necessary.

When the list of 247 topics was originally created by PME personnel, it was divided into five major curriculum areas: Communicative Skills; General Command and Management; The Military Profession, Environment, and Management; The Military Environment/National Security; Military Employment. A comparison of the combined average ratings of the topics within each of these five areas (Tables 20 and 21) shows that topics in the communicative skills area received the highest average ratings from every paygrade group. Topics in the area of general command and management, and in the area of the military profession, environment, and management received the second and third highest ratings from every paygrade except 0-5s.

When comparing these average ratings of each topic area among the various paygrades, one also finds that, in general, "need on the job" ratings are higher among 0-4, 0-5, and 0-6 personnel than they are among 0-1, 0-2, and 0-3 personnel. In fact, although there are exceptions among individual topics, the general pattern seems to be one of similar average ratings among 0-1 and 0-2 respondents and slightly higher average ratings among 0-3 respondents, increasing with each paygrade to the highest average ratings among 0-6s. This overall pattern is quite similar to the pattern of increasing task involvement indicated by the task data reported in preceding sections.

As shown in Tables 20 and 21 and in Appendix D, the average ratings based on "need for an effective professional career" are almost always higher than the "need on the job ratings." However, the former's ratings do not conform as strictly to the latter's pattern of higher average ratings among higher paygrade groups. In fact, the least experienced group of respondents, the 0-1s, perceived many of these topics to be more necessary to a professional career than did the 0-4, 0-5, and even the 0-6 respondents.

Finally, any consideration of these average curriculum topic ratings must be tempered by the knowledge that considerable lack of agreement exists among raters within a single paygrade as to the need for individual topics. Some of this diversity in ratings is due to the fact that a majority of the respondents rated only the anchored points of the scale, resulting in more ratings at points 2, 5, and 8 in the scale. However, as is shown by the distribution of ratings for a sample topic in Table 22, a topic may have a large number of respondents rating it of substantial need or greater and have an equally large number of respondents indicating it is not needed at all. This lack of agreement is most likely related to actual differences in perception based on job experience; and, in fact, it seems to support the conclusion reached through earlier comparisons of task data: that officers within the same paygrade may have differing PME needs.

In using these PME topics data then, curriculum planners can be more confident in basing decisions on the relative positions of some topics within each paygrade. One could assume, for example, that topics with the highest average ratings, as listed in Appendix E, could receive substantial consideration for emphasis in the corresponding PME phases; and conversely, one could assume that some of the topics with the lowest average ratings could receive less emphasis. For the majority of the topics, however, consideration of the ratings should include an analysis of the distribution of the ratings among the various points on the scale.

TABLE 20

COMPARISON OF AVERAGE MEAN NEED RATINGS OF TOPICS  
AMONG MAJOR PME CURRICULUM AREAS  
(BASED ON NEED FOR EACH TOPIC ON THE JOB)

MAJOR CURRICULUM TOPIC AREAS	AVERAGE MEAN RATING					
	0-1	0-2	0-3	0-4	0-5	0-6
COMMUNICATIVE SKILLS	3.8	3.7	3.9	4.6	4.7	5.3
GENERAL COMMAND AND MANAGEMENT	3.7	3.7	3.8	4.1	4.2	4.8
THE MILITARY PROFESSION, ENVIRONMENT, AND MANAGEMENT	3.3	3.1	3.1	3.2	3.5	4.3
MILITARY ENVIRONMENT/NATIONAL SECURITY	2.2	2.2	2.3	2.5	2.6	3.0
MILITARY EMPLOYMENT	2.2	2.2	2.3	2.5	2.6	3.0
AVERAGE MEAN RATING ALL TOPICS	2.9	2.8	2.9	3.2	3.3	3.8

TABLE 21

COMPARISON OF AVERAGE MEAN NEED RATINGS OF TOPICS AMONG MAJOR  
CURRICULUM AREAS (BASED ON NEED FOR EACH TOPIC AS A PROFESSIONAL OFFICER)

MAJOR CURRICULUM TOPIC AREAS	AVERAGE MEAN RATING					
	0-1	0-2	0-3	0-4	0-5	0-6
COMMUNICATIVE SKILLS	5.3	5.0	5.0	5.3	5.3	5.8
GENERAL COMMAND AND MANAGEMENT	5.0	4.7	4.8	4.8	4.9	5.0
THE MILITARY PROFESSION, ENVIRONMENT, AND MANAGEMENT	4.5	4.3	4.4	4.4	4.3	4.7
MILITARY ENVIRONMENT/NATIONAL SECURITY	4.0	3.7	3.7	3.9	3.8	4.0
MILITARY EMPLOYMENT	4.1	3.8	4.0	4.2	4.5	3.6
AVERAGE MEAN RATING ALL TOPICS	4.5	4.2	4.3	4.4	4.4	4.7



TABLE 22

DISTRIBUTION OF 0-4 RESPONDENTS' "NEED ON THE JOB" RATINGS  
FOR A SAMPLE TOPIC ON WHICH THERE IS LACK OF AGREEMENT

<u>RATING</u>	<u>PERCENTAGE SELECTING EACH RESPONSE FOR A TOPIC ON NATIONAL SECURITY POLICY</u>
1 NOT NEEDED	33
2 MINOR NEED	26
3	3
4	5
5 SUBSTANTIAL NEED	20
6	2
7	1
8 GREAT NEED	8
NO RESPONSE	2

AVERAGE RATING = 3.04

## PERCEPTIONS OF BENEFIT FROM PME COURSES

Included as part of the background items in the Job Inventory booklet was a series of questions designed to measure the benefit perceived by those who had completed each type of precommissioning or postcommissioning PME course. Using the following 7-point scale, respondents were asked to indicate the extent to which the instruction they had received in each type of PME course benefitted them in their performance as an Air Force officer:

1. Not at all
2. To a very little extent
3. To a little extent
4. To a moderate extent
5. To a fairly large extent
6. To a great extent
7. To a very great extent

In the analysis of these responses, comparisons were made based on the percentage of people completing a PME course who indicated they had benefitted at least to a fairly large extent (responses 5, 6, or 7) from that course. These comparisons are displayed in Table 23 and seem to lead to three general observations. First, they show that PME resident courses received a much greater percentage of high benefit ratings than did either PME correspondence courses or seminar programs. (The two seminar programs compared received more high benefit ratings than the correspondence courses, but were still far short of the residence course ratings.)

Second, these comparisons indicate that the intermediate and senior service school programs generally received a greater percentage of high benefit ratings than did Squadron Officer School. This latter trend could be explained by the fact that a greater percentage of those respondents completing the intermediate and senior service schools are higher ranking officers, who are generally more involved with leadership, management, and communicative tasks. However, a comparison of the responses within each paygrade (Table 24) shows that the higher level courses are still perceived to have been of somewhat greater benefit than the SOS course.

Finally, among the precommissioning programs, both the Officer Candidate School (OCS) and the Air Force Academy military training program received relatively high benefit ratings. It should be noted that, as OCS ceased operations in 1963 there are a relatively small number of OCS raters, all in the O-5 or O-6 paygrades. Once again, though, comparisons made among just the O-5 and O-6 respondents show consistently higher ratings for the OCS and Air Force Academy programs.

TABLE 23

PERCENTAGE OF THOSE COMPLETING A PME COURSE WHO  
INDICATED THE COURSE BENEFITTED THEM TO A FAIRLY LARGE EXTENT,  
A LARGE EXTENT, OR A VERY LARGE EXTENT

<u>PME COURSES</u>	<u>RESIDENCE COURSE PERCENTAGES</u>	<u>CORRESPONDENCE COURSE PERCENTAGES</u>	<u>SEMINAR COURSE PERCENTAGES</u>
AIR FORCE ACADEMY MILITARY TRAINING	64	NO COURSE	NO COURSE
OFFICER CANDIDATE SCHOOL (OCS)	79	NO COURSE	NO COURSE
OFFICER TRAINING SCHOOL (OTS)	48	NO COURSE	NO COURSE
RESERVE OFFICER TRAINING CORPS (ROTC)	45	NO COURSE	NO COURSE
SQUADRON OFFICER SCHOOL (SOS)	44	9	NO COURSE
AIR COMMAND AND STAFF COLLEGE (ACSC)	63	16	37
OTHER INTERMEDIATE SERVICE SCHOOLS	69	NO DATA	NO DATA
AIR WAR COLLEGE (AWC)	65	38	47
INDUSTRIAL COLLEGE OF THE ARMED FORCES (ICAF)	68	25	NO DATA
OTHER SENIOR SERVICE SCHOOLS	74	NO DATA	NO DATA

TABLE 24

PAYGRADE COMPARISON OF THE PERCENTAGES OF THOSE COMPLETING  
A PME COURSE WHO INDICATED THE COURSE BENEFITTED THEM TO A FAIRLY LARGE EXTENT,  
A LARGE EXTENT, OR A VERY LARGE EXTENT

<u>PME COURSES</u>	<u>PERCENT RESPONDING</u>					
	<u>0-1</u>	<u>0-2</u>	<u>0-3</u>	<u>0-4</u>	<u>0-5</u>	<u>0-6</u>
<u>RESIDENT COURSES:</u>						
AIR FORCE ACADEMY MILITARY TRAINING	64	62	60	62	82	75
OFFICER CANDIDATE SCHOOL (OCS)	-	-	-	-	77	81
OFFICER TRAINING SCHOOL (OTS)	53	47	40	51	47	-
RESERVE OFFICERS TRAINING CORPS (ROTC)	54	44	37	39	46	48
SQUADRON OFFICERS SCHOOL (SOS)	-	-	35	39	44	57
AIR COMMAND AND STAFF COLLEGE (ACSC)	-	-	-	66	63	65
OTHER INTERMEDIATE SERVICE SCHOOLS	-	-	-	69	52	77
AIR WAR COLLEGE (AWC)	-	-	-	-	75	67
INDUSTRIAL COLLEGE OF THE ARMED FORCES (ICAF)	-	-	-	-	-	73
OTHER SENIOR SERVICE SCHOOLS	-	-	-	-	-	77
<u>CORRESPONDENCE COURSES:</u>						
SOS	-	15	8	7	7	11
ACSC	-	-	21	13	7	22
AWC	-	-	-	39	39	38
ICAF	-	-	-	25	19	34
<u>SEMINAR COURSES:</u>						
ACSC	-	-	29	31	44	36
AWC	-	-	-	-	43	53

## DISCUSSION OF FINDINGS

Based on the analyses of task performance data, PME curriculum topics ratings, and perceptions of benefit ratings, several general inferences about the Officer PME program may be drawn:

1. THE NEED EXISTS FOR A CONTINUING, MULTI-PHASE, PROFESSIONAL DEVELOPMENT PROGRAM. The pattern of increasing involvement with leadership, management, and communicative tasks suggests that, at each paygrade, officers are likely to take on additional new responsibilities not previously encountered at their lower grades. To meet these new responsibilities officers will require some specific skills and knowledge not previously required by their jobs. Instruction in these skills and knowledge is most likely to be effective if the learning experiences occur relatively close to the time when the skills are used. Therefore it seems obvious that Air Force officers need a multi-phased professional development program that will continually provide the skills and knowledge most appropriate to the responsibilities associated with each phase of their careers.

2. OFFICERS WITHIN THE SAME PAYGRADE MAY HAVE DIFFERENT LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE EXPERIENCE AND DIFFERENT PME NEEDS. Both the comparisons of task performance among various utilization fields and the lack of agreement about the need for various PME topics on the job indicate that officers within the same paygrade have different types of involvement with leadership, management, and communicative tasks. These data would also indicate that officers enrolled in any given PME course may enter the course with varying degrees of experience and thus may have different PME needs. Awareness of these different needs could allow PME personnel to identify the specific skill and knowledge areas most likely to be important to a particular portion of the student population. They could then recommend more individualized instruction to meet these needs.

Analyzed in a somewhat broader perspective, the data show that lieutenants and captains in scientific/technical or support utilization fields are involved with leadership, management, and communicative tasks to a much greater extent than are lieutenants and captains working in rated fields or medical fields. Rough equivalence in the percent members performing these tasks is achieved at the O-5 level for rated fields and at the O-6 level for medical fields. In any tailoring of instruction then, PME personnel might want to take into account the specific differences in task performance among respondents in these four major areas.

3. OFFICERS REPORT A GREATER NEED FOR SKILL AND KNOWLEDGE RELATED TO TOPICS IN COMMUNICATION AND COMMAND AND MANAGEMENT THAN FOR OTHER TOPIC AREAS. Of the 247 curriculum topics rated by survey respondents, topics related to communicative skills or to command and management tended to receive higher ratings than topics from other areas of the curricula. These ratings were fairly consistent across paygrades, and the topics were rated in nearly the same relative position no matter whether they were rated according to "need on the job" or to "need in

order to have an effective professional career." This consistency is also supported by the fact that similar results were obtained from an original rating of 126 PME topics on a 1964 Management Activity Survey. Thus, although one may question whether officers' perceptions of their own needs are relevant to curriculum decisions, one must acknowledge that officers have consistently stressed the necessity for skill and knowledge related to communicative and command and management topics.

5. OFFICERS FEEL PME RESIDENT PROGRAMS HAVE BEEN HIGHLY BENEFICIAL. Although portions of the survey data have shown both that officers may have differing PME needs and that they feel a much greater need for some of the curriculum topics than for others, the perceptions of benefit ratings clearly indicate that most officers feel they have benefitted to at least a fairly large extent from their completion of PME resident programs. In contrast, respondents have perceived much less benefit from the correspondence programs, and this difference may also deserve some attention.

APPENDIX A

LISTING, FOR EACH PAYGRADE, OF TASKS PERFORMED BY 30 PERCENT  
OR MORE OF THAT PAYGRADE'S RESPONDENTS

AI

# TASKS PERFORMED BY AT LEAST 30% OF 0-15

FCPRT2

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE 0-15. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

D TSK	TITLES	2ND LTS	#H0
A 59	READ DIRECTIVE PUBLICATIONS, SUCH AS OPERATING INSTRUCTIONS, REGULATIONS, TECHNICAL ORDERS, OR CHECKLISTS	79.2	
A 60	READ INCOMING OR OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMOS, REPORTS, OR MESSAGES	73.3	
D 128	TAKE ACTIONS TO MAINTAIN OWN APPEARANCE STANDARDS, SUCH AS KEEPING PHYSICALLY FIT OR GETTING HAIRCUTS	73.3	
A 61	READ PROFESSIONAL PUBLICATIONS, SUCH AS BOOKS OR ARTICLES	72.8	
H 177	CONDUCT SELF-EVALUATION TO DETERMINE OWN PROFESSIONAL STRENGTHS OR WEAKNESSES	72.5	
A 57	PROVIDE ORAL INFORMATION, DIRECTIONS, OR ADVICE TO PERSONNEL ON A LATERAL LEVEL	69.2	
A 58	PROVIDE ORAL INFORMATION, RECOMMENDATIONS, OR ADVICE TO SUPERIORS	67.2	
F 143	ATTEND SCHEDULED TRAINING SESSIONS TO MEET GENERAL MILITARY REQUIREMENTS, SUCH AS OPSEC OR HUMAN RELATIONS TRAINING	64.4	
A 25	DRAFT OR WRITE LETTERS IN MILITARY FORMAT	63.6	
A 56	PROVIDE ORAL INFORMATION, DIRECTIONS, OR ADVICE TO SUBORDINATES	56.1	
F 142	ATTEND SCHEDULED TRAINING SESSIONS TO MAINTAIN JOB PROFICIENCY OR KNOWLEDGE	55.3	
A 62	READ TECHNICAL REPORTS OR OTHER STUDIES	53.9	
A 54	PREPARE OR DELIVER INFORMAL BRIEFINGS	53.6	
D 122	PROVIDE INDIVIDUALS WITH INFORMAL POSITIVE FEEDBACK ON JOB PERFORMANCE OR ACCOMPLISHMENTS	53.3	
D 119	PARTICIPATE IN OR ATTEND MORALE-BUILDING ACTIVITIES, SUCH AS SOCIAL, RECREATIONAL, OR ORIENTATION PROGRAMS	51.7	
D 106	ACKNOWLEDGE, IN GROUP SITUATIONS, ACCOMPLISHMENTS OR PERFORMANCE OF INDIVIDUALS OR GROUPS	50.8	
K 246	OBTAIN AGREEMENT FROM PEERS ON TASKS TO BE DONE	50.8	
F 144	ATTEND SCHEDULED TRAINING SESSIONS TO UPGRADE JOB PROFICIENCY OR LEARN NEW SKILLS	50.6	
H 103	EVALUATE IMPACT OF OWN PERSONALITY OR ACTIONS ON OTHERS IN DUTY SITUATION	50.3	
K 248	OBTAIN AGREEMENT FROM THOSE SUPERIOR IN RANK OR POSITION ON TASKS TO BE DONE	50.3	
A 48	PARTICIPATE IN UNIT OR SECTION STAFF MEETINGS	49.2	
A 44	PARTICIPATE AS A MEMBER OF CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD JOC WORKING GROUPS	48.9	
A 7	COORDINATE COMMUNICATIONS, SUCH AS CORRESPONDENCE OR STUDIES WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	48.6	
A 24	DRAFT OR WRITE INTERNAL CORRESPONDENCE, SUCH AS MEMORANDA OR TRIP REPORTS	48.6	
L 257	COMPILE AND ORGANIZE INFORMATION TO FACILITATE OWN DECISION MAKING	47.8	
H 108	EVALUATE OR RESPOND TO INFORMAL SUGGESTIONS, RECOMMENDATIONS, OR IDEAS FROM OTHERS	46.4	



## TASKS PERFORMED BY AT LEAST 30% OF O-15

FCPRT2

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE O-15. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

D TSK	TITLES	2ND LTS AM*
A 43	LOCATE APPROPRIATE DIRECTIVE PUBLICATIONS, SUCH AS REGULATIONS OR MANUALS	44.4
F 141	ATTEND EDUCATIONAL PROGRAMS OR PROFESSIONAL DEVELOPMENT COURSES DURING DUTY TIME	44.2
K 245	MONITOR, OBSERVE OR CHECK ON THOSE SUBORDINATE IN RANK OR POSITION IN ACCOMPLISHMENT OF TASKS	42.5
D 121	PROVIDE INDIVIDUALS WITH INFORMAL NEGATIVE FEEDBACK	42.2
A 18	DRAFT OR WRITE BRIEFINGS	40.8
D 111	EXPLAIN OR PERSUADE PERSONNEL OF THE IMPORTANCE OF THE MISSION	40.6
A 41	ESTABLISH OR MAINTAIN JOB-RELATED CONTACTS INFORMALLY, OR AT SOCIAL OR RECREATIONAL ACTIVITIES	39.7
D 124	PROVIDE SECTION OR UNIT WITH INFORMAL POSITIVE FEEDBACK	39.7
K 247	OBTAIN AGREEMENT FROM THOSE SUBORDINATE IN RANK OR POSITION ON TASKS TO BE DONE	39.7
A 55	PREPARE OR DEVELOP GRAPHICS OR VISUAL AIDS	39.2
J 211	COORDINATE PLANS OR PROPOSALS WITH OTHERS TO OBTAIN CONCURRENCE, SUPPORT, OR TO PASS INFORMATION	39.2
L 272	MAINTAIN WORKING FILES OR RECORDS	38.9
E 134	LISTEN TO OR ACT AS SOUNDING BOARD FOR UNSOLICITED IDEAS FROM SUBORDINATES	38.3
A 40	ELICIT, OBTAIN, OR DRAW OUT CRITICAL INFORMATION, RECOMMENDATIONS, OR ADVICE FROM OTHERS	38.3
D 112	EXPLAIN OR PERSUADE PERSONNEL OF THEIR PERSONAL IMPORTANCE TO THE UNIT	38.3
H 178	EVALUATE BEHAVIOR, PERSONALITY, OR DESIRES OF OTHERS TO DETERMINE BEST MEANS OF ACCOMPLISHING OBJECTIVES	38.3
L 261	COORDINATE ONGOING ACTIVITIES OR EVENTS WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	36.9
K 249	PERSUADE PEERS TO ACCOMPLISH TASKS	36.1
K 237	DELEGATE AUTHORITY TO PERSONNEL FOR TASK ACCOMPLISHMENT	35.8
D 127	SOLICIT JOB-RELATED IDEAS, SUBGESTIONS, OR FEEDBACK FROM SUBORDINATES	35.3
D 123	PROVIDE SECTION OR UNIT WITH INFORMAL NEGATIVE FEEDBACK	35.3
D 125	PUBLICIZE OR PROMOTE OPPORTUNITIES FOR SELF-IMPROVEMENT, FOR EXAMPLE, OFF-DUTY EDUCATION OPPORTUNITIES	35.3
J 222	IDENTIFY TASKS NECESSARY TO ACCOMPLISH OBJECTIVES FOR CURRENT ACTIVITIES	35.0
A 50	PRACTICE OR DELIVER FORMAL BRIEFINGS	34.7
D 100	DETERMINE, IN CONJUNCTION WITH SUBORDINATES, SECTIONS, OR UNITS, THE GOALS THEY ARE TO ACHIEVE	34.4
J 217	ESTABLISH OR ADJUST PRIORITIES FOR CURRENT ACTIVITIES	34.4
N 317	HOST OR ESCORT VISITORS	34.2
A 26	DRAFT OR WRITE LETTERS IN NONMILITARY FORMAT	33.9
K 250	PERSUADE THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS	

## TASKS PERFORMED BY AT LEAST 30% OF 0-15

FCPR12

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE 0-15. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

D TSK	TITLES	2ND LTS #M#
B 76	COUNSEL OR ADVISE MILITARY PERSONNEL ON FAILURE TO MAINTAIN PROFESSIONAL STANDARDS, SUCH AS APPEARANCE STANDARDS	33.6
C 91	DEFINE OR EXPLAIN STANDARDS, SUCH AS APPEARANCE, JOB PERFORMANCE, OR BEHAVIOR STANDARDS, EXPECTED OF SUBORDINATES	33.6
J 209	COMPILE OR FORMULATE ALTERNATIVE METHODS OR PROCEDURES TO BE USED IN CURRENT ACTIVITIES	33.6
A 17	DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR)	32.8
D 114	IMPLEMENT MORALE-BUILDING ACTIVITIES, SUCH AS SOCIAL, RECREATIONAL, OR ORIENTATION PROGRAMS	32.8
H 182	EVALUATE EXISTING EQUIPMENT, MATERIAL, OR FACILITIES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	32.8
D 120	PRESENT INTERESTS OF SUBORDINATE, SECTIONS, OR UNITS TO HIGHER AUTHORITIES	32.2
K 236	ASSIGN RESPONSIBILITY FOR TASK ACCOMPLISHMENT TO PERSONNEL	32.2
K 241	EXPRESS DESIRES EXPECTING THOSE SUBORDINATE IN RANK OR POSITION WILL ACCOMPLISH TASKS	32.2
D 107	ANALYZE PERSONNEL OR JOBS TO DETERMINE WAYS TO INCREASE JOB SATISFACTION	31.7
K 243	ISSUE DIRECT ORDERS TO THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS	31.4
A 27	DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	31.1
H 195	PERFORM PERIODIC SELF-INSPECTIONS OF SECTION OR UNIT	31.1
L 250	COMPILE AND ORGANIZE INFORMATION TO FACILITATE DECISION MAKING OF OTHERS	30.8
B 77	COUNSEL OR ADVISE MILITARY PERSONNEL ON JOB OR TRAINING PERFORMANCE	30.6
E 130	ANALYZE SUBORDINATES' PERSONNEL PROBLEMS	30.3
E 135	MONITOR PHYSICAL WORKING CONDITIONS TO INSURE SAFETY OF SUBORDINATES	30.3
D 110	EXPLAIN OR INTERPRET GOALS THAT SUBORDINATES, SECTIONS, OR UNITS ARE TO ACHIEVE	30.0
H 185	EVALUATE MILITARY PERSONNEL ON FACTORS SUCH AS JOB PERFORMANCE OR PROFESSIONAL QUALITIES	30.0
A 15	DRAFT OR PREPARE INPUTS TO DIRECTIVES, FOR EXAMPLE REGULATIONS, MANUALS, OR OPERATING INSTRUCTION (OI)	29.7
H 179	EVALUATE CHARACTER OF OWN UNIT TO DETERMINE MOST EFFECTIVE WAY TO ACCOMPLISH OBJECTIVES	29.7
L 291	REVIEW, EDIT, APPROVE, OR DISAPPROVE OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMORANDA, OR REPORTS	29.7

TASKS OMITTED FOR WHICH:

THE VALUE IN COLUMN 2NDLTS(M) IS LT 29.5

## TASKS PERFORMED BY AT LEAST 30% OF O-2S

FCPR13

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE O-2S. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

D TSK	TITLES	1ST LTS OM
A 59	READ DIRECTIVE PUBLICATIONS, SUCH AS OPERATING INSTRUCTIONS, REGULATIONS, TECHNICAL ORDERS, OR CHECKLISTS	83.2
A 61	READ PROFESSIONAL PUBLICATIONS, SUCH AS BOOKS OR ARTICLES	78.0
A 60	READ INCOMING OR OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMOS, REPORTS, OR MESSAGES	77.8
D 128	TAKE ACTIONS TO MAINTAIN OWN APPEARANCE STANDARDS, SUCH AS KEEPING PHYSICALLY FIT OR GETTING HAIRCUTS	77.8
A 58	PROVIDE ORAL INFORMATION, RECOMMENDATIONS, OR ADVICE TO SUPERIORS	74.6
M 177	CONDUCT SELF-EVALUATION TO DETERMINE OWN PROFESSIONAL STRENGTHS OR WEAKNESSES	74.6
A 57	PROVIDE ORAL INFORMATION, DIRECTIONS, OR ADVICE TO PERSONNEL ON A LATERAL LEVEL	73.4
A 56	PROVIDE ORAL INFORMATION, DIRECTIONS, OR ADVICE TO SUBORDINATES	67.6
F 143	ATTEND SCHEDULED TRAINING SESSIONS TO MEET GENERAL MILITARY REQUIREMENTS, SUCH AS OPSEC OR HUMAN RELATIONS TRAINING	67.6
F 142	ATTEND SCHEDULED TRAINING SESSIONS TO MAINTAIN JOB PROFICIENCY OR KNOWLEDGE	66.8
A 25	DRAFT OR WRITE LETTERS IN MILITARY FORMAT	66.3
A 62	READ TECHNICAL REPORTS OR OTHER STUDIES	60.2
D 122	PROVIDE INDIVIDUALS WITH INFORMAL POSITIVE FEEDBACK ON JOB PERFORMANCE OR ACCOMPLISHMENTS	59.5
F 144	ATTEND SCHEDULED TRAINING SESSIONS TO UPGRADE JOB PROFICIENCY OR LEARN NEW SKILLS	57.3
A 54	PREPARE OR DELIVER INFORMAL BRIEFINGS	55.4
K 248	OBTAIN AGREEMENT FROM THOSE SUPERIOR IN RANK OR POSITION ON TASKS TO BE DONE	54.4
M 183	EVALUATE IMPACT OF OWN PERSONALITY OR ACTIONS ON OTHERS IN DUTY SITUATION	52.7
D 106	ACKNOWLEDGE, IN GROUP SITUATIONS, ACCOMPLISHMENTS OR PERFORMANCE OF INDIVIDUALS OR GROUPS	51.0
K 246	OBTAIN AGREEMENT FROM PEERS ON TASKS TO BE DONE	50.5
A 43	LOCATE APPROPRIATE DIRECTIVE PUBLICATIONS, SUCH AS REGULATIONS OR MANUALS	49.3
A 48	PARTICIPATE IN UNIT OR SECTION STAFF MEETINGS	49.3
D 119	PARTICIPATE IN OR ATTEND MORALE-BUILDING ACTIVITIES, SUCH AS SOCIAL, RECREATIONAL, OR ORIENTATION PROGRAMS	49.0
D 111	EXPLAIN OR PERSUADE PERSONNEL OF THE IMPORTANCE OF THE MISSION	48.8
K 245	MONITOR, OBSERVE OR CHECK ON THOSE SUBORDINATE IN RANK OR POSITION IN ACCOMPLISHMENT OF TASKS	47.6
D 121	PROVIDE INDIVIDUALS WITH INFORMAL NEGATIVE FEEDBACK	45.6
A 7	COORDINATE COMMUNICATIONS, SUCH AS CORRESPONDENCE OR STUDIES WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	45.1

## TASKS PERFORMED BY AT LEAST 30% OF O-2S

FCPR13

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE O-2S. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

D	TSK	TITLES	1ST LTS 4M
H	188	EVALUATE OR RESPOND TO INFORMAL SUGGESTIONS, RECOMMENDATIONS, OR IDEAS FROM OTHERS	45.1
A	94	PARTICIPATE AS A MEMBER OF CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	44.9
K	247	OBTAIN AGREEMENT FROM THOSE SUBORDINATE IN RANK OR POSITION ON TASKS TO BE DONE	43.7
A	24	DRAFT OR WRITE INTERNAL CORRESPONDENCE, SUCH AS MEMORANDA OR TRIP REPORTS	43.4
K	250	PERSUADE THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS	42.9
A	18	DRAFT OR WRITE BRIEFINGS	42.0
H	178	EVALUATE BEHAVIOR, PERSONALITY, OR DESIRES OF OTHERS TO DETERMINE BEST MEANS OF ACCOMPLISHING OBJECTIVES	41.7
K	249	PERSUADE PEERS TO ACCOMPLISH TASKS	41.7
D	112	EXPLAIN OR PERSUADE PERSONNEL OF THEIR PERSONAL IMPORTANCE TO THE UNIT	41.5
E	134	LISTEN TO OR ACT AS SOUNDING BOARD FOR UNSOLICITED IDEAS FROM SUBORDINATES	41.5
D	124	PROVIDE SECTION OR UNIT WITH INFORMAL POSITIVE FEEDBACK	41.2
N	317	HOST OR ESCORT VISITORS	41.0
L	257	COMPILE AND ORGANIZE INFORMATION TO FACILITATE OWN DECISION MAKING	40.2
A	40	ELICIT, OBTAIN, OR DRAW OUT CRITICAL INFORMATION, RECOMMENDATIONS, OR ADVICE FROM OTHERS	39.8
A	50	PRACTICE OR DELIVER FORMAL BRIEFINGS	39.5
J	222	IDENTIFY TASKS NECESSARY TO ACCOMPLISH OBJECTIVES FOR CURRENT ACTIVITIES	39.5
A	41	ESTABLISH OR MAINTAIN JOB-RELATED CONTACTS INFORMALLY, OR AT SOCIAL OR RECREATIONAL ACTIVITIES	39.3
C	91	DEFINE OR EXPLAIN STANDARDS, SUCH AS APPEARANCE, JOB PERFORMANCE, OR BEHAVIOR STANDARDS, EXPECTED OF SUBORDINATES	39.3
D	127	SOLICIT JOB-RELATED IDEAS, SUGGESTIONS, OR FEEDBACK FROM SUBORDINATES	38.3
D	108	DETERMINE, IN CONJUNCTION WITH SUBORDINATES, SECTIONS, OR UNITS, THE GOALS THEY ARE TO ACHIEVE	37.3
F	141	ATTEND EDUCATIONAL PROGRAMS OR PROFESSIONAL DEVELOPMENT COURSES DURING DUTY TIME	37.3
K	243	ISSUE DIRECT ORDERS TO THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS	37.3
L	272	MAINTAIN WORKING FILES OR RECORDS	37.1
B	76	COUNSEL OR ADVISE MILITARY PERSONNEL ON FAILURE TO MAINTAIN PROFESSIONAL STANDARDS, SUCH AS APPEARANCE STANDARDS	36.8
B	77	COUNSEL OR ADVISE MILITARY PERSONNEL ON JOB OR TRAINING PERFORMANCE	36.8
J	209	COMPILE OR FORMULATE ALTERNATIVE METHODS OR PROCEDURES TO BE USED IN CURRENT ACTIVITIES	36.8

## TASKS PERFORMED BY AT LEAST 30% OF O-25

FCPRT3

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE O-25. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

D TSK	TITLES	1ST LTS ***
K 237	DELEGATE AUTHORITY TO PERSONNEL FOR TASK ACCOMPLISHMENT	36.8
L 261	COORDINATE ONGOING ACTIVITIES OR EVENTS WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	36.6
D 110	EXPLAIN OR INTERPRET GOALS THAT SUBORDINATES, SECTIONS, OR UNITS ARE TO ACHIEVE	36.3
E 135	MONITOR PHYSICAL WORKING CONDITIONS TO INSURE SAFETY OF SUBORDINATES	36.3
K 241	EXPRESS DESIRES EXPECTING THOSE SUBORDINATE IN RANK OR POSITION WILL ACCOMPLISH TASKS	36.3
D 123	PROVIDE SECTION OR UNIT WITH INFORMAL NEGATIVE FEEDBACK	36.1
A 55	PREPARE OR DEVELOP GRAPHICS OR VISUAL AIDS	35.9
J 217	ESTABLISH OR ADJUST PRIORITIES FOR CURRENT ACTIVITIES	35.6
D 107	ANALYZE PERSONNEL OR JOBS TO DETERMINE WAYS TO INCREASE JOB SATISFACTION	35.1
E 130	ANALYZE SUBORDINATES' PERSONNEL PROBLEMS	35.1
H 182	EVALUATE EXISTING EQUIPMENT, MATERIAL, OR FACILITIES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	33.7
J 211	COORDINATE PLANS OR PROPOSALS WITH OTHERS TO OBTAIN CONCURRENCE, SUPPORT, OR TO PASS INFORMATION	33.4
A 26	DRAFT OR WRITE LETTERS IN NONMILITARY FORMAT	32.9
H 188	EVALUATE MILITARY PERSONNEL ON FACTORS SUCH AS JOB PERFORMANCE OR PROFESSIONAL QUALITIES	32.9
K 236	ASSIGN RESPONSIBILITY FOR TASK ACCOMPLISHMENT TO PERSONNEL	32.4
K 235	ASSIGN EXACT TASKS OR DUTIES TO BE ACCOMPLISHED	32.2
F 147	CONDUCT INFORMAL, JOB RELATED TRAINING OR INDOCTRINATION AT WORK UNIT LEVEL	31.5
H 195	PERFORM PERIODIC SELF-INSPECTIONS OF SECTION OR UNIT	31.5
B 78	COUNSEL OR ADVISE PERSONNEL ON JOB-RELATED PROBLEMS, SUCH AS LACK OF SUPPLIES OR ENVIRONMENTAL CONDITIONS	31.2
K 231	ALLOCATE TIME FOR TASKS OR PROJECTS	31.2
F 157	MAINTAIN TRAINING RECORDS OR DOCUMENTATION	31.0
A 15	DRAFT OR PREPARE INPUTS TO DIRECTIVES FOR EXAMPLE REGULATIONS, MANUALS, OR OPERATING INSTRUCTION (OI)	30.7
K 251	PERSUADE THOSE SUPERIOR IN RANK OR POSITION TO ACCOMPLISH TASKS	30.7
A 23	DRAFT OR WRITE INSPECTION REPORTS, SUCH AS REPORTS OF FORMAL OR SELF INSPECTION	30.5

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 \* TASKS OMITTED FOR WHICH:  
 \* THE VALUE IN COLUMN 15(LTS(M)) IS LT 29.5  
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## TASKS PERFORMED BY AT LEAST 30% OF O-35

FCPR74

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE O-35. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

O TSK	TITLES	CPT	MM
A 61	READ PROFESSIONAL PUBLICATIONS, SUCH AS BOOKS OR ARTICLES	86.5	
A 59	READ DIRECTIVE PUBLICATIONS, SUCH AS OPERATING INSTRUCTIONS, REGULATIONS, TECHNICAL ORDERS, OR CHECKLISTS	85.3	
A 57	PROVIDE ORAL INFORMATION, DIRECTIONS, OR ADVICE TO PERSONNEL ON A LATERAL LEVEL	83.2	
A 60	READ INCOMING OR OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMOS, REPORTS, OR MESSAGES	82.3	
A 58	PROVIDE ORAL INFORMATION, RECOMMENDATIONS, OR ADVICE TO SUPERIORS	81.4	
D 128	TAKE ACTIONS TO MAINTAIN OWN APPEARANCE STANDARDS, SUCH AS KEEPING PHYSICALLY FIT OR SETTING HAIRCUTS	81.1	
A 25	DRAFT OR WRITE LETTERS IN MILITARY FORMAT	79.5	
M 177	CONDUCT SELF-EVALUATION TO DETERMINE OWN PROFESSIONAL STRENGTHS OR WEAKNESSES	78.3	
A 56	PROVIDE ORAL INFORMATION, DIRECTIONS, OR ADVICE TO SUBORDINATES	75.5	
A 54	PREPARE OR DELIVER INFORMAL BRIEFINGS	72.0	
F 143	ATTEND SCHEDULED TRAINING SESSIONS TO MEET GENERAL MILITARY REQUIREMENTS, SUCH AS OPSEC OR HUMAN RELATIONS TRAINING	72.0	
D 122	PROVIDE INDIVIDUALS WITH INFORMAL POSITIVE FEEDBACK ON JOB PERFORMANCE OR ACCOMPLISHMENTS	69.9	
A 48	PARTICIPATE IN UNIT OR SECTION STAFF MEETINGS	68.3	
A 44	PARTICIPATE AS A MEMBER OF CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	68.0	
A 24	DRAFT OR WRITE INTERNAL CORRESPONDENCE, SUCH AS MEMORANDA OR TRIP REPORTS	64.1	
K 248	OBTAIN AGREEMENT FROM THOSE SUPERIOR IN RANK OR POSITION ON TASKS TO BE DONE	64.1	
A 62	READ TECHNICAL REPORTS OR OTHER STUDIES	63.6	
D 106	ACKNOWLEDGE, IN GROUP SITUATIONS, ACCOMPLISHMENTS OR PERFORMANCE OF INDIVIDUALS OR GROUPS	63.4	
K 246	OBTAIN AGREEMENT FROM PEERS ON TASKS TO BE DONE	62.9	
A 7	COORDINATE COMMUNICATIONS, SUCH AS CORRESPONDENCE OR STUDIES WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	62.7	
A 43	LOCATE APPROPRIATE DIRECTIVE PUBLICATIONS, SUCH AS REGULATIONS OR MANUALS	61.1	
M 183	EVALUATE IMPACT OF OWN PERSONALITY OR ACTIONS ON OTHERS IN DUTY SITUATION	60.8	
F 142	ATTEND SCHEDULED TRAINING SESSIONS TO MAINTAIN JOB PROFICIENCY OR KNOWLEDGE	60.1	
M 188	EVALUATE OR RESPOND TO INFORMAL SUGGESTIONS, RECOMMENDATIONS, OR IDEAS FROM OTHERS	59.7	
D 121	PROVIDE INDIVIDUALS WITH INFORMAL NEGATIVE FEEDBACK	59.2	
A 18	DRAFT OR WRITE BRIEFINGS	58.5	
L 257	COMPILE AND ORGANIZE INFORMATION TO FACILITATE OWN DECISION MAKING	55.7	

## TASKS PERFORMED BY AT LEAST 30% OF O-3S

FCPRT4

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASKS PERFORMED BY 30% OR MORE OF THE O-3S. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

O	TSK	TITLES	CPT	480
K	245	MONITOR, OBSERVE OR CHECK ON THOSE SUBORDINATE IN RANK OR POSITION IN ACCOMPLISHMENT OF TASKS	55.0	
F	144	ATTEND SCHEDULED TRAINING SESSIONS TO UPGRADE JOB PROFICIENCY OR LEARN NEW SKILLS	53.8	
K	247	OBTAIN AGREEMENT FROM THOSE SUBORDINATE IN RANK OR POSITION ON TASKS TO BE DONE	53.6	
K	249	PERSUADE PEERS TO ACCOMPLISH TASKS	53.6	
E	134	LISTEN TO OR ACT AS SOUNDING BOARD FOR UNSOLICITED IDEAS FROM SUBORDINATES	52.4	
A	50	PRACTICE OR DELIVER FORMAL BRIEFINGS	52.2	
K	250	PERSUADE THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS	52.0	
J	211	COORDINATE PLANS OR PROPOSALS WITH OTHERS TO OBTAIN CONCURRENCE, SUPPORT, OR TO PASS INFORMATION	51.7	
A	55	PREPARE OR DEVELOP GRAPHICS OR VISUAL AIDS	50.8	
D	111	EXPLAIN OR PERSUADE PERSONNEL OF THE IMPORTANCE OF THE MISSION	50.8	
D	119	PARTICIPATE IN OR ATTEND MORALE-BUILDING ACTIVITIES, SUCH AS SOCIAL, RECREATIONAL, OR ORIENTATION PROGRAMS	50.8	
M	317	HOST OR ESCORT VISITORS	50.6	
J	222	IDENTIFY TASKS NECESSARY TO ACCOMPLISH OBJECTIVES FOR CURRENT ACTIVITIES	50.6	
L	261	COORDINATE ONGOING ACTIVITIES OR EVENTS WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	50.3	
A	15	DRAFT OR PREPARE INPUTS TO DIRECTIVES; FOR EXAMPLE REGULATIONS, MANUALS, OR OPERATING INSTRUCTION (OI)	50.1	
J	217	ESTABLISH OR ADJUST PRIORITIES FOR CURRENT ACTIVITIES	50.1	
L	272	MAINTAIN WORKING FILES OR RECORDS	49.0	
D	124	PROVIDE SECTION OR UNIT WITH INFORMAL POSITIVE FEEDBACK	48.5	
A	40	ELICIT, OBTAIN, OR DRAW OUT CRITICAL INFORMATION, RECOMMENDATIONS, OR ADVICE FROM OTHERS	48.3	
H	170	EVALUATE BEHAVIOR, PERSONALITY, OR DESIRES OF OTHERS TO DETERMINE BEST MEANS OF ACCOMPLISHING OBJECTIVES	48.3	
D	108	DETERMINE, IN CONJUNCTION WITH SUBORDINATES, SECTIONS, OR UNITS, THE GOALS THEY ARE TO ACHIEVE	48.0	
J	209	COMPLETE OR FORMULATE ALTERNATIVE METHODS OR PROCEDURES TO BE USED IN CURRENT ACTIVITIES	47.6	
K	237	DELEGATE AUTHORITY TO PERSONNEL FOR TASK ACCOMPLISHMENT	47.6	
A	41	ESTABLISH OR MAINTAIN JOB-RELATED CONTACTS INFORMALLY, OR AT SOCIAL OR RECREATIONAL ACTIVITIES	47.1	
S	77	COUNSEL OR ADVISE MILITARY PERSONNEL ON JOB OR TRAINING PERFORMANCE	47.1	
H	105	EVALUATE MILITARY PERSONNEL ON FACTORS SUCH AS JOB PERFORMANCE OR PROFESSIONAL QUALITIES	46.4	
K	231	ALLOCATE TIME FOR TASKS OR PROJECTS	45.7	
K	236	ASSIGN RESPONSIBILITY FOR TASK ACCOMPLISHMENT TO PERSONNEL	44.8	

## TASKS PERFORMED BY AT LEAST 30% OF O-3S

FCPRM

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE O-3S. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

D	TSK	TITLES	CPT	%
A	27	DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	44.5	
D	123	PROVIDE SECTION OR UNIT WITH INFORMAL NEGATIVE FEEDBACK	44.3	
L	258	COMPILE AND ORGANIZE INFORMATION TO FACILITATE DECISION MAKING OF OTHERS	44.3	
D	112	EXPLAIN OR PERSUADE PERSONNEL OF THEIR PERSONAL IMPORTANCE TO THE UNIT	44.1	
D	127	SOLICIT JOB-RELATED IDEAS, SUGGESTIONS, OR FEEDBACK FROM SUBORDINATES	44.1	
K	251	PERSUADE THOSE SUPERIOR IN RANK OR POSITION TO ACCOMPLISH TASKS	44.1	
A	22	DRAFT OR WRITE INFORMATIONAL PAPERS, SUCH AS BACKGROUND OR TALKING PAPERS	43.8	
A	26	DRAFT OR WRITE LETTERS IN NONMILITARY FORMAT	43.1	
H	182	EVALUATE EXISTING EQUIPMENT, MATERIAL, OR FACILITIES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	43.1	
K	243	ISSUE DIRECT ORDERS TO THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS	43.1	
H	195	PERFORM PERIODIC SELF-INSPECTIONS OF SECTION OR UNIT	42.7	
K	241	EXPRESS DESIRES EXPECTING THOSE SUBORDINATE IN RANK OR POSITION WILL ACCOMPLISH TASKS	42.7	
H	179	EVALUATE CHARACTER OF OWN UNIT TO DETERMINE MOST EFFECTIVE WAY TO ACCOMPLISH OBJECTIVES	42.4	
D	107	ANALYZE PERSONNEL OR JOBS TO DETERMINE WAYS TO INCREASE JOB SATISFACTION	42.2	
J	213	ESTABLISH OR ADJUST MILESTONES OR SUSPENSES FOR CURRENT ACTIVITIES	42.0	
K	235	ASSIGN EXACT TASKS OR DUTIES TO BE ACCOMPLISHED	41.7	
D	110	EXPLAIN OR INTERPRET GOALS THAT SUBORDINATES, SECTIONS, OR UNITS ARE TO ACHIEVE	41.3	
C	91	DEFINE OR EXPLAIN STANDARDS, SUCH AS APPEARANCE, JOB PERFORMANCE, OR BEHAVIOR STANDARDS, EXPECTED OF SUBORDINATES	40.4	
D	78	COUNSEL OR ADVISE MILITARY PERSONNEL ON CAREER PROGRESSION OR DEVELOPMENT	40.3	
J	214	DETERMINE THE APPROPRIATE INDIVIDUALS, SECTIONS, OR ORGANIZATIONS THAT REQUIRE COORDINATION ACTION	40.3	
J	226	SELECT METHODS OR PROCEDURES TO BE USED IN CURRENT ACTIVITIES	39.6	
A	49	PLAN OR ARRANGE CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	39.4	
F	147	CONDUCT INFORMAL, JOB RELATED TRAINING OR INDOCTRINATION AT WORK UNIT LEVEL	39.2	
L	291	REVIEW, EDIT, APPROVE, OR DISAPPROVE OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMORANDA, OR REPORTS	39.2	
A	23	DRAFT OR WRITE INSPECTION REPORTS, SUCH AS REPORTS OF FORMAL OR SELF INSPECTION	38.7	



A10

## TASKS PERFORMED BY AT LEAST 30% OF O-35

FCPRT9

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE O-35. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

D TSK	TITLES	CPT	4th
B 76	COUNSEL OR ADVISE MILITARY PERSONNEL ON FAILURE TO MAINTAIN PROFESSIONAL STANDARDS, SUCH AS APPEARANCE STANDARDS	38.7	
B 78	COUNSEL OR ADVISE PERSONNEL ON JOB-RELATED PROBLEMS, SUCH AS LACK OF SUPPLIES OR ENVIRONMENTAL CONDITIONS	38.7	
L 262	DETERMINE OR REEVALUATE THE NEED FOR PLANS, PROGRAMS, OR ACTIVITIES	38.2	
E 137	TAKE DIRECT ACTIONS TO RESOLVE SUBORDINATES' PROBLEMS, SUCH AS REARRANGING SCHEDULES OR FILLING IN ON THEIR DUTIES	38.0	
E 135	MONITOR PHYSICAL WORKING CONDITIONS TO INSURE SAFETY OF SUBORDINATES	37.5	
F 149	DETERMINE TRAINING REQUIREMENTS FOR INDIVIDUALS	37.3	
H 107	EVALUATE NEW OR MODIFIED METHODS OR PROCEDURES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	36.8	
D 120	PRESENT INTERESTS OF SUBORDINATE, SECTIONS, OR UNITS TO HIGHER AUTHORITIES	36.4	
F 141	ATTEND EDUCATIONAL PROGRAMS OR PROFESSIONAL DEVELOPMENT COURSES DURING DUTY TIME	36.4	
A 32	DRAFT OR WRITE RECOMMENDATIONS FOR MILITARY AWARDS OR DECORATIONS	36.1	
J 213	DETERMINE RESOURCES, SUCH AS FUNDS, FACILITIES, PERSONNEL, OR EQUIPMENT REQUIRED FOR CURRENT ACTIVITIES	36.1	
J 228	SET OR ADJUST GOALS OR OBJECTIVES FOR CURRENT ACTIVITIES	36.1	
J 224	SCHEDULE PERSONNEL; FOR EXAMPLE, WORK, LEAVES, TDYS, OR TRAINING SCHEDULES	35.9	
H 321	PARTICIPATE IN PROFESSIONAL CONFERENCES OR CONVENTIONS	35.7	
K 283	USE POWER OR POSITION TO INFLUENCE THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS	35.4	
A 9	DESIGN OR DEVELOP REPORTING DEVICES SUCH AS FORMS, STATUS BOARDS, OR CHARTS	35.2	
D 129	WRITE OR ENDORSE LETTERS OR MEMOS RECOGNIZING ACCOMPLISHMENTS OR PERFORMANCE	35.2	
E 130	ANALYZE SUBORDINATES' PERSONNEL PROBLEMS	35.2	
F 163	REVIEW TRAINING REQUIREMENTS FOR INDIVIDUALS	34.5	
H 184	EVALUATE INSPECTION OR INVESTIGATION RESULTS	34.5	
A 17	DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR) OR SUGGESTED ENDORSEMENTS	34.3	
A 10	DETERMINE STRATEGY FOR, OR APPROACH TO BE USED IN, COORDINATING	34.0	
J 210	COMPILE OR FORMULATE ALTERNATIVE METHODS OR PROCEDURES TO BE USED IN FUTURE OR LONG-TERM ACTIVITIES	34.0	
F 155	EVALUATE EFFECTIVENESS OF TRAINING PROGRAMS	33.8	
H 186	EVALUATE NEW OR MODIFIED MATERIALS, EQUIPMENT, OR FACILITIES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	33.6	
J 223	IDENTIFY TASKS NECESSARY TO ACCOMPLISH OBJECTIVES FOR FUTURE OR LONG-TERM ACTIVITIES	33.6	

## TASKS PERFORMED BY AT LEAST 30% OF O-35

FCPR74

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASKS PERFORMED BY 30% OR MORE OF THE O-35. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

O TASK	TITLES	CPI	emo
P 157	MAINTAIN TRAINING RECORDS OR DOCUMENTATION	33.1	
H 190	EVALUATE OWN UNIT OR SECTION ACCOMPLISHMENT OF OBJECTIVES	32.6	
D 115	EXPLAIN REASONS FOR CHANGES IN PERSONNEL UTILIZATION OR JOB RESPONSIBILITY	32.4	
D 125	PUBLICIZE OR PROMOTE OPPORTUNITIES FOR SELF-IMPROVEMENT; FOR EXAMPLE, OFF-DUTY EDUCATION OPPORTUNITIES	32.2	
A 2	CHAIR OR LEAD CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	31.9	
F 156	EVALUATE PROGRESS OF TRAINEES	31.9	
J 112	DETERMINE RESOURCES, SUCH AS FUNDS, FACILITIES, PERSONNEL, OR EQUIPMENT REQUIRED FOR FUTURE OR LONG-TERM ACTIVITIES	31.9	
K 280	DIRECT SPECIFIC PROCEDURES TO BE FOLLOWED IN ACCOMPLISHING TASKS	31.9	
E 336	TAKE ACTIONS TO MAINTAIN AWARENESS OF PERSONAL OR FAMILY SITUATION, OR QUALITY OF LIFE OF SUBORDINATES	31.7	
B 79	CONVULGE ADVISE PERSONNEL ON PERSONAL PROBLEMS, SUCH AS FINANCIAL OR DOMESTIC MATTERS	31.5	
A 53	PRACTICE OR PRESENT CLASSROOM INSTRUCTION OTHER THAN LECTURES	31.2	
J 219	ESTABLISH PLANS TO MEET EMERGENCY OR UNFORESEEN SITUATIONS	31.2	
J 221	ESTIMATE OR ASSESS IMPACT ON OWN UNIT OR SECTION OF PLANS OR PROJECTS PROPOSED BY OTHERS	31.2	
E 131	COORDINATE WITH OR REFER PERSONNEL TO OTHER AGENCIES TO HELP RESOLVE SUBORDINATE'S PROBLEMS	31.0	
M 232	USE POWER OF POSITION TO INFLUENCE PEERS TO ACCOMPLISH TASKS	31.0	
O 114	IMPLEMENT MORALE-BUILDING ACTIVITIES, SUCH AS SOCIAL, RECREATIONAL, OR ORIENTATION PROGRAMS	30.8	
A 16	DRAFT OR WRITE ADVOCACY PAPERS SUCH AS POSITION, DECISION, OR POLICY PAPERS	30.5	
A 28	DRAFT OR WRITE OFFICER EFFECTIVENESS REPORTS (OER) OR SUGGESTED ENDORSEMENTS	30.5	
L 157	REVIEW, EDIT, APPROVE, OR DISAPPROVE DIRECTIVES, SUCH AS REGULATIONS, ORDERS, OR POLICY LETTERS	30.3	
A 34	DRAFT OR WRITE RESPONSES TO INSPECTION REPORTS OR AUDIT REPORTS	29.6	
O 109	ESTABLISH OR MONITOR PROGRAMS FOR EXPERIENCE BROADENING WITHIN UNIT OR SECTION	29.6	

TASKS OMITTED FOR WHICH:

THE VALUE IN COLUMN CPI (M) IS LT 29.5

## TASKS PERFORMED BY AT LEAST 30% OF O-4S

FCPRTS

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE O-4S. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

D TSK	TITLES	MAJ	MAJ
A 60	READ INCOMING OR OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMOS, REPORTS, OR MESSAGES	87.9	87.9
A 61	READ PROFESSIONAL PUBLICATIONS, SUCH AS BOOKS OR ARTICLES	87.4	87.4
A 57	PROVIDE ORAL INFORMATION, DIRECTIONS, OR ADVICE TO PERSONNEL ON A LATERAL LEVEL	87.2	87.2
A 58	PROVIDE ORAL INFORMATION, RECOMMENDATIONS, OR ADVICE TO SUPERIORS	87.2	87.2
A 25	DRAFT OR WRITE LETTERS IN MILITARY FORMAT	86.3	86.3
A 59	READ DIRECTIVE PUBLICATIONS, SUCH AS OPERATING INSTRUCTIONS, REGULATIONS, TECHNICAL ORDERS, OR CHECKLISTS	84.5	84.5
D 128	TAKE ACTIONS TO MAINTAIN OWN APPEARANCE STANDARDS, SUCH AS KEEPING PHYSICALLY FIT OR GETTING HAIRCUTS	82.6	82.6
A 24	DRAFT OR WRITE INTERNAL CORRESPONDENCE, SUCH AS MEMORANDA OR TRIP REPORTS	82.0	82.0
A 48	PARTICIPATE IN UNIT OR SECTION STAFF MEETINGS	81.1	81.1
A 7	COORDINATE COMMUNICATIONS, SUCH AS CORRESPONDENCE OR STUDIES WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	80.6	80.6
A 44	PARTICIPATE AS A MEMBER OF CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	80.4	80.4
A 56	PROVIDE ORAL INFORMATION, DIRECTIONS, OR ADVICE TO SUBORDINATES	78.3	78.3
H 177	CONDUCT SELF-EVALUATION TO DETERMINE OWN PROFESSIONAL STRENGTHS OR WEAKNESSES	78.1	78.1
A 54	PREPARE OR DELIVER INFORMAL BRIEFINGS	76.3	76.3
D 122	PROVIDE INDIVIDUALS WITH INFORMAL POSITIVE FEEDBACK ON JOB PERFORMANCE OR ACCOMPLISHMENTS	72.1	72.1
A 18	DRAFT OR WRITE BRIEFINGS	71.7	71.7
D 106	ACKNOWLEDGE, IN GROUP SITUATIONS, ACCOMPLISHMENTS OR PERFORMANCE OF INDIVIDUALS OR GROUPS	70.3	70.3
H 183	EVALUATE IMPACT OF OWN PERSONALITY OR ACTIONS ON OTHERS IN DUTY SITUATION	68.0	68.0
J 211	COORDINATE PLANS OR PROPOSALS WITH OTHERS TO OBTAIN CONCURRENCE, SUPPORT, OR TO PASS INFORMATION	67.8	67.8
K 248	OBTAIN AGREEMENT FROM THOSE SUPERIOR IN RANK OR POSITION ON TASKS TO BE DONE	67.4	67.4
F 143	ATTEND SCHEDULED TRAINING SESSIONS TO MEET GENERAL MILITARY REQUIREMENTS, SUCH AS OPSEC OR HUMAN RELATIONS TRAINING	67.1	67.1
A 27	DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	66.7	66.7
J 217	ESTABLISH OR ADJUST PRIORITIES FOR CURRENT ACTIVITIES	66.4	66.4
A 43	LOCATE APPROPRIATE DIRECTIVE PUBLICATIONS, SUCH AS REGULATIONS OR MANUALS	66.2	66.2
A 62	READ TECHNICAL REPORTS OR OTHER STUDIES	66.2	66.2
L 257	COMPLETE AND ORGANIZE INFORMATION TO FACILITATE OWN DECISION MAKING	65.8	65.8
K 246	OBTAIN AGREEMENT FROM PEERS ON TASKS TO BE DONE	65.5	65.5

## TASKS PERFORMED BY AT LEAST 30% OF O-4S

FCPTS

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE O-4S. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

D TSK	TITLES	HAI	*M*
E 134	LISTEN TO OR ACT AS SOUNDING BOARD FOR UNSOLICITED IDEAS FROM SUBORDINATES	65.1	
A 22	DRAFT OR WRITE INFORMATIONAL PAPERS, SUCH AS BACKGROUND OR TALKING PAPERS	64.6	
A 15	DRAFT OR PREPARE INPUTS TO DIRECTIVES; FOR EXAMPLE REGULATIONS, MANUALS, OR OPERATING INSTRUCTION (OI)	63.9	
K 245	MONITOR, OBSERVE OR CHECK ON THOSE SUBORDINATE IN RANK OR POSITION IN ACCOMPLISHMENT OF TASKS	63.7	
J 215	ESTABLISH OR ADJUST MILESTONES OR SUSPENSES FOR CURRENT ACTIVITIES	63.2	
H 188	EVALUATE OR RESPOND TO INFORMAL SUGGESTIONS, RECOMMENDATIONS, OR IDEAS FROM OTHERS	63.0	
J 209	COMPILE OR FORMULATE ALTERNATIVE METHODS OR PROCEDURES TO BE USED IN CURRENT ACTIVITIES	62.8	
J 222	IDENTIFY TASKS NECESSARY TO ACCOMPLISH OBJECTIVES FOR CURRENT ACTIVITIES	62.6	
D 121	PROVIDE INDIVIDUALS WITH INFORMAL NEGATIVE FEEDBACK	62.3	
P 247	OBTAIN AGREEMENT FROM THOSE SUBORDINATE IN RANK OR POSITION ON TASKS TO BE DONE	62.3	
A 55	PREPARE OR DEVELOP GRAPHICS OR VISUAL AIDS	62.1	
L 261	COORDINATE ONGOING ACTIVITIES OR EVENTS WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	61.4	
A 40	ELICIT, OBTAIN, OR DRAW OUT CRITICAL INFORMATION, RECOMMENDATIONS, OR ADVICE FROM OTHERS	61.2	
J 214	DETERMINE THE APPROPRIATE INDIVIDUALS, SECTIONS, OR ORGANIZATIONS THAT REQUIRE COORDINATION ACTION	61.2	
K 237	DELEGATE AUTHORITY TO PERSONNEL FOR TASK ACCOMPLISHMENT	60.7	
D 127	SOLICIT JOB-RELATED IDEAS, SUGGESTIONS, OR FEEDBACK FROM SUBORDINATES	60.5	
K 236	ASSIGN RESPONSIBILITY FOR TASK ACCOMPLISHMENT TO PERSONNEL	60.5	
H 176	EVALUATE BEHAVIOR, PERSONALITY, OR DESIRES OF OTHERS TO DETERMINE BEST MEANS OF ACCOMPLISHING OBJECTIVES	60.3	
D 108	DETERMINE, IN CONJUNCTION WITH SUBORDINATES, SECTIONS, OR UNITS, THE GOALS THEY ARE TO ACHIEVE	60.0	
L 291	REVIEW, EDIT, APPROVE, OR DISAPPROVE OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMORANDA, OR REPORTS	59.6	
D 119	PARTICIPATE IN OR ATTEND MORALE-BUILDING ACTIVITIES, SUCH AS SOCIAL, RECREATIONAL, OR ORIENTATION PROGRAMS	59.4	
A 41	ESTABLISH OR MAINTAIN JOB-RELATED CONTACTS INFORMALLY, OR AT SOCIAL OR RECREATIONAL ACTIVITIES	59.1	
J 213	DETERMINE RESOURCES, SUCH AS FUNDS, FACILITIES, PERSONNEL, OR EQUIPMENT REQUIRED FOR CURRENT ACTIVITIES	58.7	
D 124	PROVIDE SECTION OR UNIT WITH INFORMAL POSITIVE FEEDBACK	58.0	
D 111	EXPLAIN OR PERSUADE PERSONNEL OF THE IMPORTANCE OF THE MISSION	57.8	
K 249	PERSUADE PEERS TO ACCOMPLISH TASKS	57.1	

## TASKS PERFORMED BY AT LEAST 30% OF O-4S

FCPRTS

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE O-4S. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

D TSK	TITLES	MAJ	#M*
D 107	ANALYZE PERSONNEL OR JOBS TO DETERMINE WAYS TO INCREASE JOB SATISFACTION		56.8
B 75	COUNSEL OR ADVISE MILITARY PERSONNEL ON CAREER PROGRESSION OR DEVELOPMENT		56.6
L 258	COMPILE AND ORGANIZE INFORMATION TO FACILITATE DECISION MAKING OF OTHERS		56.4
A 28	DRAFT OR WRITE OFFICER EFFECTIVENESS REPORTS (OER) OR SUGGESTED ENDORSEMENTS		56.2
A 49	PLAN OR ARRANGE CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS		55.9
A 50	PRACTICE OR DELIVER FORMAL BRIEFINGS		55.9
K 250	PERSUADE THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS		55.5
N 317	HOST OR ESCORT VISITORS		55.3
A 2	CHAIR OR LEAD CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS		54.8
D 112	EXPLAIN OR PERSUADE PERSONNEL OF THEIR PERSONAL IMPORTANCE TO THE UNIT		54.8
D 110	EXPLAIN OR INTERPRET GOALS THAT SUBORDINATES, SECTIONS, OR UNITS ARE TO ACHIEVE		54.3
A 32	DRAFT OR WRITE RECOMMENDATIONS FOR MILITARY AWARDS OR DECORATIONS		53.7
K 241	EXPRESS DESIRES EXPECTING THOSE SUBORDINATE IN RANK OR POSITION WILL ACCOMPLISH TASKS		53.7
J 226	SELECT METHODS OR PROCEDURES TO BE USED IN CURRENT ACTIVITIES		53.4
E 137	TAKE DIRECT ACTIONS TO RESOLVE SUBORDINATES' PROBLEMS, SUCH AS REARRANGING SCHEDULES OR FILLING IN ON THEIR DUTIES		53.2
D 129	WRITE OR ENDORSE LETTERS OR MEMOS RECOGNIZING ACCOMPLISHMENTS OR PERFORMANCE		53.0
L 272	MAINTAIN WORKING FILES OR RECORDS		52.7
D 123	PROVIDE SECTION OR UNIT WITH INFORMAL NEGATIVE FEEDBACK		52.5
J 228	SET OR ADJUST GOALS OR OBJECTIVES FOR CURRENT ACTIVITIES		52.5
L 262	DETERMINE OR REEVALUATE THE NEED FOR PLANS, PROGRAMS, OR ACTIVITIES		52.3
B 77	COUNSEL OR ADVISE MILITARY PERSONNEL ON JOB OR TRAINING PERFORMANCE		52.1
H 179	EVALUATE CHARACTER OF OWN UNIT TO DETERMINE MOST EFFECTIVE WAY TO ACCOMPLISH OBJECTIVES		52.1
H 185	EVALUATE MILITARY PERSONNEL ON FACTORS SUCH AS JOB PERFORMANCE OR PROFESSIONAL QUALITIES		52.1
J 212	DETERMINE RESOURCES, SUCH AS FUNDS, FACILITIES, PERSONNEL, OR EQUIPMENT REQUIRED FOR FUTURE OR LONG-TERM ACTIVITIES		51.8
A 10	DETERMINE STRATEGY FOR, OR APPROACH TO BE USED IN, COORDINATING		51.1

A15

## TASKS PERFORMED BY AT LEAST 30% OF O-4S

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D TSK	TITLES	HAJ	*M*
H 182	EVALUATE EXISTING EQUIPMENT, MATERIAL, OR FACILITIES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	51.1	
K 231	ALLOCATE TIME FOR TASKS OR PROJECTS	51.1	
J 224	SCHEDULE PERSONNEL; FOR EXAMPLE, WORK, LEAVES, TOYS, OR TRAINING SCHEDULES	50.9	
A 26	DRAFT OR WRITE LETTERS IN NONMILITARY FORMAT	50.7	
A 6	CONDUCT STAFF MEETINGS OF PERSONNEL SUPERVISED	50.2	
L 287	REVIEW, EDIT, APPROVE, OR DISAPPROVE DIRECTIVES, SUCH AS REGULATIONS, ORDERS, OR POLICY LETTERS	50.2	
A 16	DRAFT OR WRITE ADVOCACY PAPERS SUCH AS POSITION, DECISION, OR POLICY PAPERS	49.3	
K 251	PERSUADE THOSE SUPERIOR IN RANK OR POSITION TO ACCOMPLISH TASKS	48.9	
K 243	ISSUE DIRECT ORDERS TO THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS	48.6	
N 321	PARTICIPATE IN PROFESSIONAL CONFERENCES OR CONVENTIONS	48.4	
H 190	EVALUATE OWN UNIT OR SECTION ACCOMPLISHMENT OF OBJECTIVES	48.2	
J 223	IDENTIFY TASKS NECESSARY TO ACCOMPLISH OBJECTIVES FOR FUTURE OR LONG-TERM ACTIVITIES	47.9	
B 76	COUNSEL OR ADVISE MILITARY PERSONNEL ON FAILURE TO MAINTAIN PROFESSIONAL STANDARDS, SUCH AS APPEARANCE STANDARDS	47.9	
D 120	PRESENT INTERESTS OF SUBORDINATE, SECTIONS, OR UNITS TO HIGHER AUTHORITIES	47.9	
J 210	COMPLETE OR FORMULATE ALTERNATIVE METHODS OR PROCEDURES TO BE USED IN FUTURE OR LONG-TERM ACTIVITIES	47.9	
J 221	ESTIMATE OR ASSESS IMPACT ON OWN UNIT OR SECTION OF PLANS OR PROJECTS PROPOSED BY OTHERS	47.5	
K 235	ASSIGN EXACT TASKS OR DUTIES TO BE ACCOMPLISHED	47.0	
L 282	REVIEW SUSPENSES	47.0	
E 135	MONITOR PHYSICAL WORKING CONDITIONS TO INSURE SAFETY OF SUBORDINATES	46.8	
C 91	DEFINE OR EXPLAIN STANDARDS, SUCH AS APPEARANCE, JOB PERFORMANCE, OR BEHAVIOR STANDARDS, EXPECTED OF SUBORDINATES	45.7	
L 292	SCREEN INCOMING CORRESPONDENCE TO DETERMINE APPROPRIATE ROUTING	45.7	
J 216	ESTABLISH OR ADJUST MILESTONES OR SUSPENSES FOR FUTURE OR LONG-TERM ACTIVITIES	45.4	
D 113	EXPLAIN REASONS FOR CHANGES IN PERSONNEL UTILIZATION OR JOB RESPONSIBILITY	45.2	
D 124	RECOMMEND OR APPROVE SELECTION OF PERSONNEL FOR SPECIAL OPPORTUNITIES, SUCH AS SCHOOLS, ASSIGNMENTS, OR CONFERENCES	45.0	
H 194	EVALUATE USE OF PERSONNEL	44.5	
H 187	EVALUATE NEW OR MODIFIED METHODS OR PROCEDURES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	44.3	
B 78	COUNSEL OR ADVISE PERSONNEL ON JOB-RELATED PROBLEMS, SUCH AS LACK OF SUPPLIES OR ENVIRONMENTAL CONDITIONS	43.8	

## TASKS PERFORMED BY AT LEAST 30% OF O-4S

FCPRTS

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D TSK	TITLES	HAJ	SH
E 136	TAKEN ACTIONS TO MAINTAIN AWARENESS OF PERSONAL OR FAMILY SITUATION, OR QUALITY OF LIFE OF SUBORDINATES	43.8	
K 239	DEVELOP, DETERMINE, OR REVISE OFFICE MANAGEMENT PROCEDURES	43.6	
E 130	ANALYZE SUBORDINATES' PERSONNEL PROBLEMS	43.2	
K 240	DIRECT SPECIFIC PROCEDURES TO BE FOLLOWED IN ACCOMPLISHING TASKS	42.7	
H 195	PERFORM PERIODIC SELF-INSPECTIONS OF SECTION OR UNIT	42.5	
J 218	ESTABLISH OR ADJUST PRIORITIES FOR FUTURE OR LONG-TERM ACTIVITIES	42.5	
D 117	INITIATE RECOMMENDATIONS FOR MILITARY PERFORMANCE AWARDS	42.2	
F 142	ATTEND SCHEDULED TRAINING SESSIONS TO MAINTAIN JOB PROFICIENCY OR KNOWLEDGE	42.2	
D 125	PUBLICIZE OR PROMOTE OPPORTUNITIES FOR SELF-IMPROVEMENT; FOR EXAMPLE, OFF-DUTY EDUCATION OPPORTUNITIES	42.0	
K 253	USE POWER OF POSITION TO INFLUENCE THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS	42.0	
A 9	DESIGN OR DEVELOP REPORTING DEVICES SUCH AS FORMS, STATUS BOARDS, OR CHARTS	41.8	
J 220	ESTIMATE OR ASSESS IMPACT OF PROJECT ON OTHER UNITS, SECTIONS OR ORGANIZATIONS	41.8	
L 278	MONITOR USE OF PERSONNEL	41.8	
A 17	DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR) OR SUGGESTED ENDORSEMENTS	41.6	
H 184	EVALUATE INSPECTION OR INVESTIGATION RESULTS	41.6	
A 34	DRAFT OR WRITE RESPONSES TO INSPECTION REPORTS OR AUDIT REPORTS	41.3	
J 219	ESTABLISH PLANS TO MEET EMERGENCY OR UNFORESEEN SITUATIONS	41.3	
L 288	REVIEW, EDIT, APPROVE, OR DISAPPROVE DOCUMENTS, SUCH AS STAFF SUMMARIES OR BACKGROUND PAPERS	41.3	
J 229	SET OR ADJUST GOALS OR OBJECTIVES FOR FUTURE OR LONG-TERM ACTIVITIES	40.9	
A 37	DRAFT OR WRITE STAFF SUMMARIES OR EXECUTIVE SUMMARIES	40.0	
F 147	CONDUCT INFORMAL, JOB RELATED TRAINING OR INDOCTRINATION AT WORK UNIT LEVEL	39.5	
E 133	INITIATE OR PARTICIPATE IN SELF-HELP PROJECTS	39.3	
G 173	MONITOR HAWKING STATUS	39.3	
H 176	EVALUATE NEW OR MODIFIED MATERIALS, EQUIPMENT, OR FACILITIES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	39.3	
H 305	PROVIDE INPUTS TO BUDGET ESTIMATES OR REQUESTS	38.6	
J 227	SELECT METHODS OR PROCEDURES TO BE USED IN FUTURE OR LONG-TERM ACTIVITIES	38.1	
K 252	USE POWER OF POSITION TO INFLUENCE PEERS TO ACCOMPLISH TASKS	37.9	
L 290	REVIEW, EDIT, APPROVE, OR DISAPPROVE ORAL PRESENTATIONS, SUCH AS SPEECHES BRIEFINGS	37.9	

## TASKS PERFORMED BY AT LEAST 30% OF O-4S

FCPTS

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D TSK	TITLES	HAJ	MM
B 82	MONITOR PROGRESS OF PERSONNEL WHO HAVE BEEN COUNSELED OR ADVISED	37.7	
H 192	EVALUATE USE OF EQUIPMENT, FACILITIES, OR MATERIALS	37.7	
S 79	COUNSEL OR ADVISE PERSONNEL ON PERSONAL PROBLEMS, SUCH AS FINANCIAL OR DOMESTIC MATTERS	37.4	
D 114	IMPLEMENT MORALE-BUILDING ACTIVITIES, SUCH AS SOCIAL, RECREATIONAL, OR ORIENTATION PROGRAMS	37.4	
L 284	REVIEW, APPROVE, OR DISAPPROVE PLANS OR PROPOSALS	37.4	
A 13	DEVELOP, REVISE, OR DRAFT MILITARY JOB DESCRIPTIONS	37.2	
A 64	REVIEW, EDIT, OR INDORSE AIRMEN PERFORMANCE REPORTS (APR)	37.2	
D 109	ESTABLISH OR MONITOR PROGRAMS FOR EXPERIENCE BROADENING WITHIN UNIT OR SECTION	37.2	
F 141	ATTEND EDUCATIONAL PROGRAMS OR PROFESSIONAL DEVELOPMENT COURSES DURING DUTY TIME	36.8	
M 325	REPRESENT UNIT OR ORGANIZATION IN BASE SOCIAL OR CEREMONIAL FUNCTIONS, SUCH AS RETIREMENTS, LUNCHEONS, OR DINING-OUTS	35.6	
D 115	INITIATE OR PRESENT INFORMAL AWARDS OF RECOGNITION, SUCH AS CERTIFICATES OR PLAQUES	35.2	
E 131	COORDINATE WITH OR REFER PERSONNEL TO OTHER AGENCIES TO HELP RESOLVE SUBORDINATES' PROBLEMS	35.2	
L 276	MONITOR USE OF EQUIPMENT, FACILITIES, OR MATERIALS	35.2	
G 176	SOLICIT OR IDENTIFY CANDIDATES TO FILL VACANT OR NEW POSITIONS	34.9	
L 266	ESTABLISH PROCEDURES FOR REVIEWING OR ROUTING INFORMATION	34.9	
L 281	REVIEW PROGRESS OF UNIT OR SECTION AGAINST ESTABLISHED MILESTONES	34.9	
A 23	DRAFT OR WRITE INSPECTION REPORTS, SUCH AS REPORTS OF FORMAL OR SELF INSPECTION	34.7	
H 193	EVALUATE USE OF FUNDS	34.5	
L 267	ESTABLISH REQUIREMENTS, FORMATS, OR METHODS FOR ORAL OR WRITTEN REPORTS	34.5	
A 66	REVIEW, EDIT, OR INDORSE OFFICER EFFECTIVENESS REPORTS	34.2	
F 144	ATTEND SCHEDULED TRAINING SESSIONS TO UPGRADE JOB PROFICIENCY OR LEARN NEW SKILLS	34.0	
H 189	EVALUATE OR RESPOND TO SUGGESTIONS UNDER AIR FORCE SUBSESSION PROGRAM (AF FORM 1000)	34.0	
M 312	PROVIDE INPUTS TO REQUESTS FOR SUPPLIES OR EQUIPMENT	33.3	
G 175	SELECT PERSONNEL TO FILL VACANT OR NEW POSITIONS	32.4	
F 149	DETERMINE TRAINING REQUIREMENTS FOR INDIVIDUALS	32.2	
M 295	COORDINATE WITH PERSONNEL AGENCIES ON MILITARY MANNING ACTIONS	32.0	
G 165	ASSIGN OR REASSIGN PERSONNEL TO WORK SECTIONS, CREWS, OR SPECIAL DUTIES	31.7	
B 81	DOCUMENT MILITARY COUNSELING SESSIONS	31.5	
D 118	MAKE INFORMAL VISIBILITY VISITS TO SUBORDINATE UNITS OR SECTIONS FOR MOTIVATIONAL PURPOSES	31.5	



A18

# TASKS PERFORMED BY AT LEAST 30% OF O-4S

FCPRT5

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MAJ

000

D TSK TITLES

G 170 INTERVIEW MILITARY PERSONNEL FOR POTENTIAL ASSIGNMENT 31.5

G 174 SCREEN RECORDS OR DOCUMENTS TO DETERMINE QUALIFICATIONS OF 31.5

PERSONNEL FOR SELECTION, PLACEMENT, OR REASSIGNMENT

K 254 USE POWER OF POSITION TO INFLUENCE THOSE SUPERIOR IN RANK 30.6

OR POSITION TO ACCOMPLISH TASKS

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TASKS OMITTED FOR WHICH:

\* THE VALUE IN COLUMN MAJ (M) IS LT 29.5

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## TASKS PERFORMED BY AT LEAST 30% OF O-55

FCPRT6

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D TSK	TITLES	LT COL #H*
A 60	READ INCOMING OR OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMOS, REPORTS, OR MESSAGES	94.0
A 25	DRAFT OR WRITE LETTERS IN MILITARY FORMAT	92.3
A 58	PROVIDE ORAL INFORMATION, RECOMMENDATIONS, OR ADVICE TO SUPERIORS	90.7
A 57	PROVIDE ORAL INFORMATION, DIRECTIONS, OR ADVICE TO PERSONNEL ON A LATERAL LEVEL	88.8
A 61	READ PROFESSIONAL PUBLICATIONS, SUCH AS BOOKS OR ARTICLES	88.4
A 48	PARTICIPATE IN UNIT OR SECTION STAFF MEETINGS	87.8
A 59	READ DIRECTIVE PUBLICATIONS, SUCH AS OPERATING INSTRUCTIONS, REGULATIONS, TECHNICAL ORDERS, OR CHECKLISTS	86.3
A 44	PARTICIPATE AS A MEMBER OF CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	86.1
D 120	TAKE ACTIONS TO MAINTAIN OWN APPEARANCE STANDARDS, SUCH AS KEEPING PHYSICALLY FIT OR GETTING HAIRCUTS	86.1
A 24	DRAFT OR WRITE INTERNAL CORRESPONDENCE, SUCH AS MEMORANDA OR TRIP REPORTS	85.9
A 7	COORDINATE COMMUNICATIONS, SUCH AS CORRESPONDENCE OR STUDIES WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	85.5
A 56	PROVIDE ORAL INFORMATION, DIRECTIONS, OR ADVICE TO SUBORDINATES	85.5
D 106	ACKNOWLEDGE, IN GROUP SITUATIONS, ACCOMPLISHMENTS OR PERFORMANCE OF INDIVIDUALS OR GROUPS	79.9
D 122	PROVIDE INDIVIDUALS WITH INFORMAL POSITIVE FEEDBACK ON JOB PERFORMANCE OR ACCOMPLISHMENTS	79.5
E 134	LISTEN TO OR ACT AS SOUNDING BOARD FOR UNSOLICITED IDEAS FROM SUBORDINATES	77.6
A 54	PREPARE OR DELIVER INFORMAL BRIEFINGS	77.2
A 27	DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	75.4
K 245	MONITOR, OBSERVE OR CHECK ON THOSE SUBORDINATE IN RANK OR POSITION IN ACCOMPLISHMENT OF TASKS	75.4
K 248	OBTAIN AGREEMENT FROM THOSE SUPERIOR IN RANK OR POSITION ON TASKS TO BE DONE	74.9
L 291	REVIEW, EDIT, APPROVE, OR DISAPPROVE OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMORANDA, OR REPORTS	74.3
A 18	DRAFT OR WRITE BRIEFINGS	73.9
A 28	DRAFT OR WRITE OFFICER EFFECTIVENESS REPORTS (OER) OR SUGGESTED ENDORSEMENTS	73.9
H 177	CONDUCT SELF-EVALUATION TO DETERMINE OWN PROFESSIONAL STRENGTHS OR WEAKNESSES	73.9
J 217	ESTABLISH OR ADJUST PRIORITIES FOR CURRENT ACTIVITIES	73.5
L 261	COORDINATE ONGOING ACTIVITIES OR EVENTS WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	73.1
A 15	DRAFT OR PREPARE INPUTS TO DIRECTIVES, FOR EXAMPLE REGULATIONS, MANUALS, OR OPERATING INSTRUCTION (OI)	72.5
K 237	DELEGATE AUTHORITY TO PERSONNEL FOR TASK ACCOMPLISHMENT	72.5

A20

## TASKS PERFORMED BY AT LEAST 30% OF O-5S

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O	TSK	TITLES	LT	COL	#M%
X	246	OBTAIN AGREEMENT FROM PEERS ON TASKS TO BE DONE	72.3		
L	257	COMPLETE AND ORGANIZE INFORMATION TO FACILITATE OWN DECISION MAKING	72.3		
H	108	EVALUATE OR RESPOND TO INFORMAL SUGGESTIONS, RECOMMENDATIONS, OR IDEAS FROM OTHERS	72.0		
J	211	COORDINATE PLANS OR PROPOSALS WITH OTHERS TO OBTAIN CONCURRENCE, SUPPORT, OR TO PASS INFORMATION	71.8		
H	183	EVALUATE IMPACT OF OWN PERSONALITY OR ACTIONS ON OTHERS IN DUTY SITUATION	71.4		
D	75	COUNSEL OR ADVISE MILITARY PERSONNEL ON CAREER PROGRESSION OR DEVELOPMENT	71.0		
D	121	PROVIDE INDIVIDUALS WITH INFORMAL NEGATIVE FEEDBACK	70.0		
H	185	EVALUATE MILITARY PERSONNEL ON FACTORS SUCH AS JOB PERFORMANCE OR PROFESSIONAL QUALITIES	70.0		
U	108	DETERMINE, IN CONJUNCTION WITH SUBORDINATES, SECTIONS, OR UNITS, THE GOALS THEY ARE TO ACHIEVE	69.8		
D	111	EXPLAIN OR PERSUADE PERSONNEL OF THE IMPORTANCE OF THE MISSION	68.9		
D	129	WRITE OR ENDORSE LETTERS OR MEMOS RECOGNIZING ACCOMPLISHMENTS OR PERFORMANCE	68.9		
K	136	ASSIGN RESPONSIBILITY FOR TASK ACCOMPLISHMENT TO PERSONNEL	68.9		
A	62	READ TECHNICAL REPORTS OR OTHER STUDIES	68.7		
J	222	IDENTIFY TASKS NECESSARY TO ACCOMPLISH OBJECTIVES FOR CURRENT ACTIVITIES	68.7		
A	6	CONDUCT STAFF MEETINGS OF PERSONNEL SUPERVISED	68.5		
K	247	OBTAIN AGREEMENT FROM THOSE SUBORDINATE IN RANK OR POSITION ON TASKS TO BE DONE	68.1		
A	22	DRAFT OR WRITE INFORMATIONAL PAPERS, SUCH AS BACKGROUND OR TALKING PAPERS	67.7		
J	213	DETERMINE RESOURCES, SUCH AS FUNDS, FACILITIES, PERSONNEL, OR EQUIPMENT REQUIRED FOR CURRENT ACTIVITIES	67.5		
A	32	DRAFT OR WRITE RECOMMENDATIONS FOR MILITARY AWARDS OR DECORATIONS	67.3		
D	127	SOLICIT JOB-RELATED IDEAS, SUGGESTIONS, OR FEEDBACK FROM SUBORDINATES	67.3		
J	215	ESTABLISH OR ADJUST MILESTONES OR SUSPENSES FOR CURRENT ACTIVITIES	66.9		
A	50	PRACTICE OR DELIVER FORMAL BRIEFINGS	66.7		
F	143	ATTEND SCHEDULED TRAINING SESSIONS TO MEET GENERAL MILITARY REQUIREMENTS, SUCH AS OPSEC OR HUMAN RELATIONS TRAINING	66.7		
A	2	CHAIR OR LEAD CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	66.5		
J	214	DETERMINE THE APPROPRIATE INDIVIDUALS, SECTIONS, OR ORGANIZATIONS THAT REQUIRE COORDINATION ACTION	66.3		
B	77	COUNSEL OR ADVISE MILITARY PERSONNEL ON JOB OR TRAINING PERFORMANCE	66.0		

FCPRT6

TASKS PERFORMED BY AT LEAST 30% OF O-55

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D	TASK	TITLES	LT	COL	MAJ
H	170	EVALUATE BEHAVIOR, PERSONALITY, OR DESIRES OF OTHERS TO DETERMINE BEST MEANS OF ACCOMPLISHING OBJECTIVES	66.0		
O	124	PROVIDE SECTION OR UNIT WITH INFORMAL POSITIVE FEEDBACK	65.8		
J	209	COMPILE OR FORMULATE ALTERNATIVE METHODS OR PROCEDURES TO BE USED IN CURRENT ACTIVITIES	65.4		
K	241	EXPRESS DESIRES EXPECTING THOSE SUBORDINATE IN RANK OR POSITION WILL ACCOMPLISH TASKS	65.4		
A	40	ELICIT, OBTAIN, OR DRAW OUT CRITICAL INFORMATION, RECOMMENDATIONS, OR ADVICE FROM OTHERS	65.2		
D	110	EXPLAIN OR INTERPRET GOALS THAT SUBORDINATES, SECTIONS, OR UNITS ARE TO ACHIEVE	65.2		
D	112	EXPLAIN OR PERSUADE PERSONNEL OF THEIR PERSONAL IMPORTANCE TO THE UNIT	65.2		
O	119	PARTICIPATE IN OR ATTEND MORALE-BUILDING ACTIVITIES, SUCH AS SOCIAL, RECREATIONAL, OR ORIENTATION PROGRAMS	64.6		
J	212	DETERMINE RESOURCES, SUCH AS FUNDS, FACILITIES, PERSONNEL, OR EQUIPMENT REQUIRED FOR FUTURE OR LONG-TERM ACTIVITIES	64.2		
J	220	SET OR ADJUST GOALS OR OBJECTIVES FOR CURRENT ACTIVITIES	64.0		
A	41	ESTABLISH OR MAINTAIN JOB-RELATED CONTACTS INFORMALLY, OR AT SOCIAL OR RECREATIONAL ACTIVITIES	63.8		
A	49	PLAN OR ARRANGE CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	63.8		
L	262	DETERMINE OR REEVALUATE THE NEED FOR PLANS, PROGRAMS, OR ACTIVITIES	63.0		
L	287	REVIEW, EDIT, APPROVE, OR DISAPPROVE DIRECTIVES, SUCH AS REGULATIONS, ORDERS, OR POLICY LETTERS	63.6		
J	224	SCHEDULE PERSONNEL FOR EXAMPLE, WORK, LEAVES, TOYS, OR TRAINING SCHEDULES	63.1		
E	137	TAKE DIRECT ACTIONS TO RESOLVE SUBORDINATES' PROBLEMS, SUCH AS REARRANGING SCHEDULES OR FILLING IN ON THEIR DUTIES	53.1		
D	107	ANALYZE PERSONNEL OR JOBS TO DETERMINE WAYS TO INCREASE JOB SATISFACTION	62.7		
H	179	EVALUATE CHARACTER OF OWN UNIT TO DETERMINE MOST EFFECTIVE WAY TO ACCOMPLISH OBJECTIVES	62.1		
N	317	HOST OR ESCORT VISITORS	61.9		
L	256	COMPILE AND ORGANIZE INFORMATION TO FACILITATE DECISION MAKING OF OTHERS	61.7		
D	113	EXPLAIN REASONS FOR CHANGES IN PERSONNEL UTILIZATION OR JOB RESPONSIBILITY	61.5		
H	190	EVALUATE OWN UNIT OR SECTION ACCOMPLISHMENT OF OBJECTIVES	61.3		
K	249	PERSUADE PEERS TO ACCOMPLISH TASKS	60.9		
O	120	PRESENT INTERESTS OF SUBORDINATE, SECTIONS, OR UNITS TO HIGHER AUTHORITIES	60.7		
J	221	ESTIMATE OR ASSESS IMPACT ON OWN UNIT OR SECTION OF PLANS OR PROJECTS PROPOSED BY OTHERS	60.5		

## TASKS PERFORMED BY AT LEAST JOX OF O-55

FCPRT6

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY JOX OR MORE OF THE O-55. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

D TSK	TITLES	LT COL OH
J 226	SELECT METHODS OR PROCEDURES TO BE USED IN CURRENT ACTIVITIES	60.2
K 250	PERSUADE THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS	60.2
A 26	DRAFT OR WRITE LETTERS IN NONMILITARY FORMAT	60.0
B 76	COUNSEL OR ADVISE MILITARY PERSONNEL ON FAILURE TO MAINTAIN PROFESSIONAL STANDARDS, SUCH AS APPEARANCE STANDARDS	59.8
H 194	EVALUATE USE OF PERSONNEL	59.8
L 282	REVIEW SUSPENSES	59.8
A 43	LOCATE APPROPRIATE DIRECTIVE PUBLICATIONS, SUCH AS REGULATIONS OR MANUALS	59.6
D 126	RECOMMEND OR APPROVE SELECTION OF PERSONNEL FOR SPECIAL OPPORTUNITIES, SUCH AS SCHOOLS, ASSIGNMENTS, OR CONFERENCES	59.6
A 58	PREPARE OR DEVELOP GRAPHICS OR VISUAL AIDS	59.4
K 239	DEVELOP, DETERMINE, OR REVISE OFFICE MANAGEMENT PROCEDURES	59.4
D 117	INITIATE RECOMMENDATIONS FOR MILITARY PERFORMANCE AWARDS	59.2
K 243	ISSUE DIRECT ORDERS TO THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS	59.2
D 123	PROVIDE SECTION OR UNIT WITH INFORMAL NEGATIVE FEEDBACK	59.0
J 223	IDENTIFY TASKS NECESSARY TO ACCOMPLISH OBJECTIVES FOR FUTURE OR LONG-TERM ACTIVITIES	59.0
B 173	MONITOR MANNING STATUS	58.6
E 136	TAKE ACTIONS TO MAINTAIN AWARENESS OF PERSONAL OR FAMILY SITUATION, OR QUALITY OF LIFE OF SUBORDINATES	58.2
E 130	ANALYZE SUBORDINATES' PERSONNEL PROBLEMS	58.0
C 91	DEFINE OR EXPLAIN STANDARDS, SUCH AS APPEARANCE, JOB PERFORMANCE, OR BEHAVIOR STANDARDS, EXPECTED OF SUBORDINATES	57.7
A 10	DETERMINE STRATEGY FOR, OR APPROACH TO BE USED IN, COORDINATING	57.6
L 270	MONITOR USE OF PERSONNEL	57.6
L 208	REVIEW, EDIT, APPROVE, OR DISAPPROVE DOCUMENTS, SUCH AS STAFF SUMMARIES OR BACKGROUND PAPERS	57.3
H 182	EVALUATE EXISTING EQUIPMENT, MATERIAL, OR FACILITIES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	56.9
J 218	ESTABLISH OR ADJUST PRIORITIES FOR FUTURE OR LONG-TERM ACTIVITIES	56.9
L 284	REVIEW, APPROVE, OR DISAPPROVE PLANS OR PROPOSALS	56.7
K 235	ASSIGN EXACT TASKS OR DUTIES TO BE ACCOMPLISHED	56.5
A 16	DRAFT OR WRITE ADVOCACY PAPERS SUCH AS POSITION, DECISION, OR POLICY PAPERS	56.3
J 210	COMPILE OR FORMULATE ALTERNATIVE METHODS OR PROCEDURES TO BE USED IN FUTURE OR LONG-TERM ACTIVITIES	56.3
A 17	DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR) OR SUGGESTED ENDORSEMENTS	55.9
L 290	REVIEW, EDIT, APPROVE, OR DISAPPROVE ORAL PRESENTATIONS, SUCH AS SPEECHES BRIEFINGS	55.7

## TASKS PERFORMED BY AT LEAST 30% OF O-55

FCPR76

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE O-55. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

U TSK	TITLES	L7 COL 4M4
B 78	COUNSEL OR ADVISE PERSONNEL ON JOB-RELATED PROBLEMS, SUCH AS LACK OF SUPPLIES OR ENVIRONMENTAL CONDITIONS	55.1
E 135	MONITOR PHYSICAL WORKING CONDITIONS TO INSURE SAFETY OF SUBORDINATES	54.9
J 229	SET OR ADJUST GOALS OR OBJECTIVES, FOR FUTURE OR LONG-TERM ACTIVITIES	54.5
K 231	ALLOCATE TIME FOR TASKS OR PROJECTS	54.2
K 251	PERSUADE THOSE SUPERIOR IN RANK OR POSITION TO ACCOMPLISH TASKS	53.8
A 34	DRAFT OR WRITE RESPONSES TO INSPECTION REPORTS OR AUDIT REPORTS	53.6
N 321	PARTICIPATE IN PROFESSIONAL CONFERENCES OR CONVENTIONS	53.6
A 64	REVIEW, EDIT, OR ENDORSE AIRMEN PERFORMANCE REPORTS (APR)	53.0
H 167	EVALUATE NEW OR MODIFIED METHODS OR PROCEDURES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	53.0
M 295	COORDINATE WITH PERSONNEL AGENCIES ON MILITARY MANING ACTIONS	53.0
A 66	REVIEW, EDIT, OR ENDORSE OFFICER EFFECTIVENESS REPORTS	52.6
J 216	ESTABLISH OR ADJUST MILESTONES OR SUSPENSES FOR FUTURE OR LONG-TERM ACTIVITIES	52.6
H 184	EVALUATE INSPECTION OR INVESTIGATION RESULTS	52.4
J 219	ESTABLISH PLANS TO MEET EMERGENCY OR UNFORESEEN SITUATIONS	52.4
H 193	EVALUATE USE OF FUNDS	52.2
H 195	PERFORM PERIODIC SELF-INSPECTIONS OF SECTION OR UNIT	52.2
J 220	ESTIMATE OR ASSESS IMPACT OF PROJECT ON OTHER UNITS, SECTIONS OR ORGANIZATIONS	52.0
B 79	COUNSEL OR ADVISE PERSONNEL ON PERSONAL PROBLEMS, SUCH AS FINANCIAL OR DOMESTIC MATTERS	51.8
H 192	EVALUATE USE OF EQUIPMENT, FACILITIES, OR MATERIALS	51.8
B 62	MONITOR PROGRESS OF PERSONNEL WHO HAVE BEEN COUNSELED OR ADVISED	51.6
L 292	SCREEN INCOMING CORRESPONDENCE TO DETERMINE APPROPRIATE ROUTING	51.3
D 109	ESTABLISH OR MONITOR PROGRAMS FOR EXPERIENCE BROADENING WITHIN UNIT OR SECTION	51.1
D 125	PUBLICIZE OR PROMOTE OPPORTUNITIES FOR SELF-IMPROVEMENT; FOR EXAMPLE, OFF-DUTY EDUCATION OPPORTUNITIES	49.9
G 165	ASSIGN OR REASSIGN PERSONNEL TO WORK SECTIONS, CREWS, OR SPECIAL DUTIES	49.5
D 114	IMPLEMENT MORALE-BUILDING ACTIVITIES, SUCH AS SOCIAL, RECREATIONAL, OR ORIENTATION PROGRAMS	49.1
D 115	INITIATE OR PRESENT INFORMAL AWARDS OF RECOGNITION, SUCH AS CERTIFICATES OR PLAQUES	49.1
G 176	SOLICIT OR IDENTIFY CANDIDATES TO FILL VACANT OR NEW POSITIONS	49.1
A 37	DRAFT OR WRITE STAFF SUMMARIES OR EXECUTIVE SUMMARIES	48.7

## TASKS PERFORMED BY AT LEAST 30% OF O-55

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE O-55. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

FCP076

O TSK	TITLES	LT	COL	4M0
O 170	INTERVIEW MILITARY PERSONNEL FOR POTENTIAL ASSIGNMENT	48.4		
J 227	SELECT ACTHOS OR PROCEDURES TO BE USED IN FUTURE	48.4		
O/	LONG-TERM ACTIVITIES			
K 253	UL. POWER OF POSITION TO INFLUENCE THOSE SUBORDINATE IN	48.4		
PANK	OR POSITION TO ACCOMPLISH TASKS			
E 131	COORDINATE WITH OR REFER PERSONNEL TO OTHER AGENCIES TO	47.6		
HELP	RESOLVE SUBORDINATES' PROBLEMS			
G 174	SCREEN RECORDS OR DOCUMENTS TO DETERMINE QUALIFICATIONS OF	47.4		
PERSONNEL	FOR SELECTION, PLACEMENT, OR REASSIGNMENT			
L 281	REVIEW PROGRESS OF UNIT OR SECTION AGAINST ESTABLISHED	47.2		
MILESTONES				
M 325	REPRESENT UNIT OR ORGANIZATION IN BASE SOCIAL OR CEREMONIAL	47.2		
FUNCTIONS,	SUCH AS RETIREMENTS, LUNCHEONS, OR DINING-OUTS			
K 240	DIRECT SPECIFIC PROCEDURES TO BE FOLLOWED IN ACCOMPLISHING	47.0		
TASKS				
H 186	EVALUATE NEW OR MODIFIED MATERIALS, EQUIPMENT, OR FACILI-	46.4		
TIES TO	DETERMINE SUITABILITY FOR MISSION PERFORMANCE			
L 272	MAINTAIN WORKING FILES OR RECORDS	46.2		
A 13	DEVELOP, REVISE, OR DRAFT MILITARY JOB DESCRIPTIONS	46.0		
G 175	SELECT PERSONNEL TO FILL VACANT OR NEW POSITIONS	46.0		
M 305	PROVIDE INPUTS TO BUDGET ESTIMATES OR REQUESTS	45.5		
L 276	MONITOR USE OF EQUIPMENT, FACILITIES, OR MATERIALS	45.3		
D 118	MAKE INFORMAL VISIBILITY VISITS TO SUBORDINATE UNITS OR	45.1		
SECTIONS	FOR MOTIVATIONAL PURPOSES			
L 266	ESTABLISH PROCEDURES FOR REVIEWING OR PUTTING INFORMATION	45.1		
E 133	INITIATE OR PARTICIPATE IN SELF-HELP PROJECTS	44.3		
L 277	MONITOR USE OF FUNDS	44.3		
K 252	USE POWER OF POSITION TO INFLUENCE PEERS TO ACCOMPLISH	43.9		
TASKS				
H 189	EVALUATE OR RESPOND TO SUGGESTIONS UNDER AIR FORCE	43.1		
SUGGESTION	PROGRAM (AF FORM 1000)			
L 267	ESTABLISH REQUIREMENTS, FORMATS, OR METHODS FOR ORAL OR	42.9		
WRITTEN	REPORTS			
B 61	DOCUMENT MILITARY COUNSELING SESSIONS	42.4		
P 142	ATTEND SCHEDULED TRAINING SESSIONS TO MAINTAIN JOB	41.4		
PROFICIENCY	OR KNOWLEDGE			
A 20	DRAFT OR WRITE CIVILIAN PERFORMANCE APPRAISALS OR REPORTS	41.2		
L 288	REVIEW, APPROVE, OR DISAPPROVE REQUESTS FOR FUNDS	41.0		
H 191	EVALUATE UNIT COMPLIANCE WITH AIR FORCE OR COMMAND SPECIAL	40.8		
INTEREST	ITEMS, SUCH AS ENERGY OR NEWCOMER PROGRAMS			
A 11	DEVELOP, REVISE, OR DRAFT CIVILIAN JOB DESCRIPTIONS	40.4		
K 234	ANALYZE, ESTABLISH, OR ADJUST ORGANIZATIONAL STRUCTURES OF	40.4		
SECTIONS,	UNITS, OR ORGANIZATIONS			
A 42	GIVE DICTATION TO SECRETARY OR TO WORD PROCESSING SYSTEM	40.2		
A 23	DRAFT OR WRITE INSPECTION REPORTS, SUCH AS REPORTS OF	40.0		
FORMAL	OR SELF INSPECTION			

# TASKS PERFORMED BY AT LEAST JOB OF O-15

PCPRT6

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY JOB OR HOME OF THE O-15. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

O TASK	TITLES	L1	COL	PM
M 296	PREPARE BUDGET ESTIMATES OR REQUESTS	40.0		
M 180	EVALUATE CIVILIAN PERSONNEL ON FACTORS SUCH AS JOB PERFORMANCE OR PROFESSIONAL QUALITIES	39.8		
L 293	SET UP OR IMPLEMENT RECALL PROCEDURES	39.8		
L 205	INSPECT FACILITIES OR EQUIPMENT	39.1		
A 4	DESIGN OR DEVELOP REPORTING DEVICES SUCH AS FORMS, STATUS BOARDS, OR CHARTS	38.9		
L 286	REVIEW, APPROVE, OR DISAPPROVE REQUESTS FOR BONDS OR SERVICES	38.6		
A 65	REVIEW, EDIT, OR INDEX CIVILIAN PERFORMANCE APPRAISALS	38.1		
O 168	EVALUATE, OR MAKE RECOMMENDATIONS WHICH AFFECT, MILITARY GRADE AUTHORIZATION	38.1		
M 306	PROVIDE INPUTS TO MANPOWER DOCUMENTS, SUCH AS UNIT MANPOWER DOCUMENT	37.9		
O 74	COUNSEL OR ADVISE CIVILIAN PERSONNEL ON JOB OR TRAINING PERFORMANCE	37.9		
O 166	DETERMINE POSITIONS TO BE DELETED OR ADJUSTED DUE TO MANDATORY REDUCTIONS OR CHANGES	37.7		
L 283	REVIEW, APPROVE, OR DISAPPROVE PERSONNEL ACTIONS, SUCH AS CLASSIFICATION, ASSIGNMENT, OR SELECTION	37.8		
L 280	REVIEW OR CERTIFY TIME ACCOUNTING FORMS OR CARDS	37.8		
L 289	REVIEW, EDIT, APPROVE, OR DISAPPROVE NONDIRECTIVE MATERIAL FOR PUBLICATIONS SUCH AS ARTICLES OR TECHNICAL REPORTS	37.3		
L 273	MONITOR COMPLIANCE WITH AIR FORCE OR COMMANDER SPECIAL INTEREST ITEMS, SUCH AS EMERGENCY OR NEWCOMER PROGRAMS	37.1		
I 208	PERFORM SPECIAL ACTIONS TO PREPARE FOR INSPECTION BY OUTSIDE AGENCIES	37.1		
M 304	PROVIDE INPUTS TO REQUESTS FOR MANPOWER AUTHORIZATIONS	36.9		
A 31	DRAFT OR WRITE RECOMMENDATIONS FOR CIVILIAN AWARDS OR RECOGNITION	36.6		
O 116	INITIATE RECOMMENDATIONS FOR CIVILIAN PERFORMANCE AWARDS	36.6		
J 225	SCHEDULE UNIT ACTIVITIES, SUCH AS COMMANDER'S CALL, MOBILITY EXERCISES, OR SOCIAL EVENTS	36.0		
B 72	COUNSEL OR ADVISE CIVILIAN PERSONNEL ON CAREER PROGRESSION OR DEVELOPMENT	36.0		
M 312	PROVIDE INPUTS TO REQUESTS FOR SUPPLIES OR EQUIPMENT	36.0		
P 147	CONDUCT INFORMAL, JOB RELATED TRAINING OR INDOCTRINATION AT WORK UNIT LEVEL	35.6		
M 294	COORDINATE WITH PERSONNEL AGENCIES ON CIVILIAN HANNOING ACTIONS	35.4		
O 169	INTERVIEW CIVILIAN PERSONNEL FOR HIRING	35.2		
M 233	DESIGNATE WORKSPACE USE	35.0		
L 288	ASSIGN APPROVAL OR AUTHORIZATION AUTHORITY TO PERSONNEL, SECTIONS, OR UNITS	35.0		
P 149	DETERMINE TRAINING REQUIREMENTS FOR INDIVIDUALS	34.6		
M 242	ISSUE DIRECT ORDERS TO PEERS TO ACCOMPLISH TASKS	34.6		



## TASKS PERFORMED BY AT LEAST 30% OF O-55

FCPR76

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE O-55. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

D TSK	TITLES	LT	COL	#M*
G 171	INTERVIEW OR CONTACT REFERENCES TO DETERMINE OR VERIFY PERSONNEL QUALIFICATIONS	34.4		
C 18	ADMINISTRATIVE SUPERVISORY-LEVEL CORRECTIVE ACTIONS, SUCH AS VERBAL REPRIMANDS TO MILITARY PERSONNEL	34.2		
F 155	EVALUATE EFFECTIVENESS OF TRAINING PROGRAMS	34.2		
I 204	INSPECT CURRENT UNIT ACTIVITIES OR PROCEDURES TO DETERMINE MISSION EFFECTIVENESS	34.2		
K 232	ALLOCATE REALLOCATE, OR DESIGNATE USE OF SUPPLIES OR EQUIPMENT	34.0		
A 63	RESPOND OR DRAFT REPLIES TO OFFICIAL HIGH-LEVEL INQUIRIES, SUCH AS CONGRESSIONAL OR PRESIDENTIAL INQUIRIES	33.7		
K 233	ALLOCATE, REALLOCATE, OR DISTRIBUTE FUNDS	33.7		
H 310	PROVIDE INPUTS TO REQUESTS FOR MILITARY PERSONNEL WITH SPECIFIC QUALIFICATIONS	33.3		
G 167	EVALUATE, OR MAKE RECOMMENDATIONS WHICH AFFECT, CIVILIAN GRADE AUTHORIZATIONS	32.9		
F 161	REVIEW OR EVALUATE TRAINING PROGRESS OF UNIT PERSONNEL	32.5		
C 90	COORDINATE WITH SPECIAL AGENCIES, SUCH AS LEGAL OR PERSONNEL AGENCIES ON ADMINISTRATIVE OR DISCIPLINARY ACTIONS	32.3		
F 163	REVIEW TRAINING REQUIREMENTS FOR INDIVIDUALS	32.1		
L 260	INITIATE PERSONNEL ACTIONS, SUCH AS CLASSIFICATION, ASSIGNMENT OR SELECTION	32.1		
C 92	DETERMINE APPROPRIATE DISCIPLINARY OR CORRECTIVE ACTIONS	31.7		
K 254	USE POWER OF POSITION TO INFLUENCE THOSE SUPERIOR IN RANK OR POSITION TO ACCOMPLISH TASKS	31.7		
A 29	DRAFT OR WRITE PLANS, EXERCISES, OR MOVEMENT PLANS	31.3		
F 144	ATTEND SCHEDULED TRAINING SESSIONS TO UPGRADE JOB PROFICIENCY OR LEARN NEW SKILLS	30.6		
F 141	ATTEND EDUCATIONAL PROGRAMS OR PROFESSIONAL DEVELOPMENT COURSES DURING DUTY TIME	30.4		
H 181	EVALUATE CONTRACTOR SERVICES OR PERFORMANCE	30.4		
I 198	CONDUCT INFORMAL INVESTIGATIONS OF PROBLEMS, SUCH AS INCIDENTS OR COMPLAINTS	30.4		
H 299	PREPARE REQUESTS FOR MANPOWER AUTHORIZATIONS	30.0		
F 156	EVALUATE PROGRESS OF TRAINEES	29.8		
G 172	INTERVIEW PERSONNEL FOR PLACEMENT, TRAINING, OR EVALUATION	29.8		
L 260	CONTROL, PROCESS, OR DESTROY CLASSIFIED MATERIALS	29.8		

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 TASKS OMITTED FOR WHICH:  
 THE VALUE IN COLUMN LT COL (M) IS LT 29.5  
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TASKS PERFORMED BY AT LEAST 30% OF O-6S

FCPR17

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE O-6S. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

D TSK	TITLES	COL	#M*
A 56	PROVIDE ORAL INFORMATION, DIRECTIONS, OR ADVICE TO SUBORDINATES	96.4	
A 60	READ INCOMING OR OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMOS, REPORTS, OR MESSAGES	95.5	
A 58	PROVIDE ORAL INFORMATION, RECOMMENDATIONS, OR ADVICE TO SUPERIORS	95.0	
A 61	READ PROFESSIONAL PUBLICATIONS, SUCH AS BOOKS OR ARTICLES	94.1	
A 25	DRAFT OR WRITE LETTERS IN MILITARY FORMAT	93.9	
D 106	ACKNOWLEDGE, IN GROUP SITUATIONS, ACCOMPLISHMENTS OR PERFORMANCE OF INDIVIDUALS OR GROUPS	93.9	
D 128	TAKE ACTIONS TO MAINTAIN OWN APPEARANCE STANDARDS; SUCH AS KEEPING PHYSICALLY FIT OR GETTING HAIRCUTS	93.0	
A 57	PROVIDE ORAL INFORMATION, DIRECTIONS, OR ADVICE TO PERSONNEL ON A LATERAL LEVEL	92.1	
A 44	PARTICIPATE AS A MEMBER OF CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	91.6	
A 28	DRAFT OR WRITE OFFICER EFFECTIVENESS REPORTS (OER) OR SUGGESTED ENDORSEMENTS	91.0	
A 6	CONDUCT STAFF MEETINGS OF PERSONNEL SUPERVISED	90.5	
A 24	DRAFT OR WRITE INTERNAL CORRESPONDENCE, SUCH AS MEMORANDA OR TRIP REPORTS	90.5	
D 122	PROVIDE INDIVIDUALS WITH INFORMAL POSITIVE FEEDBACK ON JOB PERFORMANCE OR ACCOMPLISHMENTS	89.8	
D 129	WRITE OR ENDORSE LETTERS OR MEMOS RECOGNIZING ACCOMPLISHMENTS OR PERFORMANCE	89.6	
E 134	LISTEN TO OR ACT AS SOUNDING BOARD FOR UNSOLICITED IDEAS FROM SUBORDINATES	89.4	
B 75	COUNSEL OR ADVISE MILITARY PERSONNEL ON CAREER PROGRESSION OR DEVELOPMENT	88.5	
A 48	PARTICIPATE IN UNIT OR SECTION STAFF MEETINGS	88.0	
K 237	DELEGATE AUTHORITY TO PERSONNEL FOR TASK ASSIGNMENT	87.1	
A 2	CHAIR OR LEAD CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	86.7	
A 7	COORDINATE COMMUNICATIONS, SUCH AS CORRESPONDENCE OF STUDIES WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	86.7	
L 291	REVIEW, EDIT, APPROVE, OR DISAPPROVE OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMORANDA, OR REPORTS	85.6	
M 185	EVALUATE MILITARY PERSONNEL ON FACTORS SUCH AS JOB PERFORMANCE OR PROFESSIONAL QUALITIES	84.0	
J 217	ESTABLISH OR ADJUST PRIORITIES FOR CURRENT ACTIVITIES	84.0	
K 245	MONITOR, OBSERVE OR CHECK ON THOSE SUBORDINATE IN RANK OR POSITION IN ACCOMPLISHMENT OF TASKS	84.0	
D 119	PARTICIPATE IN OR ATTEND MORALE-BUILDING ACTIVITIES, SUCH AS SOCIAL, RECREATIONAL, OR ORIENTATION PROGRAMS	83.7	
D 111	EXPLAIN OR PERSUADE PERSONNEL OF THE IMPORTANCE OF THE MISSION	83.5	

## TASKS PERFORMED BY AT LEAST 30% OF O-6S

FCPRT7

THIS REPORT CONTAINS A LISTING OF LEADERSHIP, MANAGEMENT, AND COMMUNICATIVE TASK PERFORMED BY 30% OR MORE OF THE O-6S. TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING.

D	TSK	TITLES	COL	*H*
D	108	DETERMINE, IN CONJUNCTION WITH SUBORDINATES, SECTIONS, OR UNITS, THE GOALS THEY ARE TO ACHIEVE	82.6	
H	178	EVALUATE BEHAVIOR, PERSONALITY, OR DESIRES OF OTHERS TO DETERMINE BEST MEANS OF ACCOMPLISHING OBJECTIVES	82.6	
A	66	REVIEW, EDIT, OR INDOSE OFFICER EFFECTIVENESS REPORTS	82.2	
H	177	CONDUCT SELF-EVALUATION TO DETERMINE OWN PROFESSIONAL STRENGTHS OR WEAKNESSES	82.2	
A	54	PREPARE OR DELIVER INFORMAL BRIEFINGS	81.7	
D	112	EXPLAIN OR PERSUADE PERSONNEL OF THEIR PERSONAL IMPORTANCE TO THE UNIT	81.7	
D	124	PROVIDE SECTION OR UNIT WITH INFORMAL POSITIVE FEEDBACK	81.5	
D	126	RECOMMEND OR APPROVE SELECTION OF PERSONNEL FOR SPECIAL OPPORTUNITIES, SUCH AS SCHOOLS, ASSIGNMENTS, OR CONFERENCES	81.5	
H	183	EVALUATE IMPACT OF OWN PERSONALITY OR ACTIONS ON OTHERS IN DUTY SITUATION	81.0	
K	236	ASSIGN RESPONSIBILITY FOR TASK ACCOMPLISHMENT TO PERSONNEL	81.0	
D	127	SOLICIT JOB-RELATED IDEAS, SUGGESTIONS, OR FEEDBACK FROM SUBORDINATES	80.4	
K	248	OBTAIN AGREEMENT FROM THOSE SUPERIOR IN RANK OR POSITION ON TASKS TO BE DONE	80.1	
A	59	READ DIRECTIVE PUBLICATIONS, SUCH AS OPERATING INSTRUCTIONS, REGULATIONS, TECHNICAL ORDERS, OR CHECKLISTS	79.9	
B	77	COUNSEL OR ADVISE MILITARY PERSONNEL ON JOB OR TRAINING PERFORMANCE	79.9	
H	188	EVALUATE OR RESPOND TO INFORMAL SUGGESTIONS, RECOMMENDATIONS, OR IDEAS FROM OTHERS	79.7	
L	287	REVIEW, EDIT, APPROVE, OR DISAPPROVE DIRECTIVES, SUCH AS REGULATIONS, ORDERS, OR POLICY LETTERS	79.7	
D	121	PROVIDE INDIVIDUALS WITH INFORMAL NEGATIVE FEEDBACK	79.5	
D	110	EXPLAIN OR INTERPRET GOALS THAT SUBORDINATES, SECTIONS, OR UNITS ARE TO ACHIEVE	79.0	
L	288	REVIEW, EDIT, APPROVE, OR DISAPPROVE DOCUMENTS, SUCH AS STAFF SUMMARIES OR BACKGROUND PAPERS	78.6	
H	179	EVALUATE CHARACTER OF OWN UNIT TO DETERMINE MOST EFFECTIVE WAY TO ACCOMPLISH OBJECTIVES	77.7	
D	107	ANALYZE PERSONNEL OR JOBS TO DETERMINE WAYS TO INCREASE JOB SATISFACTION	77.4	
A	62	READ TECHNICAL REPORTS OR OTHER STUDIES	77.2	
J	215	ESTABLISH OR ADJUST MILESTONES OR SUSPENSES FOR CURRENT ACTIVITIES	77.0	
K	246	OBTAIN AGREEMENT FROM PEERS ON TASKS TO BE DONE	76.7	
G	173	MONITOR MANNING STATUS	76.3	
J	217	DETERMINE RESOURCES, SUCH AS FUNDS, FACILITIES, PERSONNEL, OR EQUIPMENT REQUIRED FOR CURRENT ACTIVITIES	76.3	
K	241	EXPRESS DESIRES EXPECTING THOSE SUBORDINATE IN RANK OR POSITION WILL ACCOMPLISH TASKS	76.3	

## TASKS PERFORMED BY AT LEAST 30% OF O-6S

FCPR7

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D TSK	TITLES	COL	*M*
D 120	PRESENT INTERESTS OF SUBORDINATE, SECTIONS, OR UNITS TO HIGHER AUTHORITIES	76.1	
J 211	COORDINATE PLANS OR PROPOSALS WITH OTHERS TO OBTAIN CONCURRENCE, SUPPORT, OR TO PASS INFORMATION	76.1	
N 321	PARTICIPATE IN PROFESSIONAL CONFERENCES OR CONVENTIONS	76.1	
D 115	INITIATE OR PRESENT INFORMAL AWARDS OF RECOGNITION, SUCH AS CERTIFICATES OR PLAQUES	75.8	
A 65	REVIEW, EDIT, OR INDORSE CIVILIAN PERFORMANCE APPRAISALS	75.6	
B 76	COUNSEL OR ADVISE MILITARY PERSONNEL ON FAILURE TO MAINTAIN PROFESSIONAL STANDARDS, SUCH AS APPEARANCE STANDARDS	75.6	
J 228	SET OR ADJUST GOALS OR OBJECTIVES FOR CURRENT ACTIVITIES	75.4	
K 243	ISSUE DIRECT ORDERS TO THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS	75.4	
J 214	DETERMINE THE APPROPRIATE INDIVIDUALS, SECTIONS, OR ORGANIZATIONS THAT REQUIRE COORDINATION ACTION	75.2	
N 317	HOST OR ESCORT VISITORS	75.2	
H 194	EVALUATE USE OF PERSONNEL	74.9	
L 261	COORDINATE ONGOING ACTIVITIES OR EVENTS WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	74.9	
L 290	REVIEW, EDIT, APPROVE, OR DISAPPROVE ORAL PRESENTATIONS, SUCH AS SPEECHES BRIEFINGS	74.5	
D 118	MAKE INFORMAL VISIBILITY VISITS TO SUBORDINATE UNITS OR SECTIONS FOR MOTIVATIONAL PURPOSES	74.3	
A 40	ELICIT, OBTAIN, OR DRAW OUT CRITICAL INFORMATION, RECOMMENDATIONS, OR ADVICE FROM OTHERS	74.0	
D 123	PROVIDE SECTION OR UNIT WITH INFORMAL NEGATIVE FEEDBACK	73.8	
J 212	DETERMINE RESOURCES, SUCH AS FUNDS, FACILITIES, PERSONNEL, OR EQUIPMENT REQUIRED FOR FUTURE OR LONG-TERM ACTIVITIES	73.8	
A 26	DRAFT OR WRITE LETTERS IN NONMILITARY FORMAT	73.6	
H 190	EVALUATE OWN UNIT OR SECTION ACCOMPLISHMENT OF OBJECTIVES	73.6	
J 218	ESTABLISH OR ADJUST PRIORITIES FOR FUTURE OR LONG-TERM ACTIVITIES	73.4	
L 257	COMPILE AND ORGANIZE INFORMATION TO FACILITATE OWN DECISION MAKING	73.4	
A 18	DRAFT OR WRITE BRIEFINGS	73.1	
J 209	COMPILE OR FORMULATE ALTERNATIVE METHODS OR PROCEDURES TO BE USED IN CURRENT ACTIVITIES	73.1	
D 117	INITIATE RECOMMENDATIONS FOR MILITARY PERFORMANCE AWARDS	72.9	
J 222	IDENTIFY TASKS NECESSARY TO ACCOMPLISH OBJECTIVES FOR CURRENT ACTIVITIES	72.9	
K 247	OBTAIN AGREEMENT FROM THOSE SUBORDINATE IN RANK OR POSITION ON TASKS TO BE DONE	72.5	
A 50	PRACTICE OR DELIVER FORMAL BRIEFINGS	72.0	
D 113	EXPLAIN REASONS FOR CHANGES IN PERSONNEL UTILIZATION OR JOB RESPONSIBILITY	72.0	

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FCPRT7

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D TSK	TITLES	COL	*M*
H 193	EVALUATE USE OF FUNDS	71.8	
L 284	REVIEW, APPROVE, OR DISAPPROVE PLANS OR PROPOSALS	71.8	
H 180	EVALUATE CIVILIAN PERSONNEL ON FACTORS SUCH AS JOB PERFORMANCE OR PROFESSIONAL QUALITIES	71.6	
L 262	DETERMINE OR REEVALUATE THE NEED FOR PLANS, PROGRAMS, OR ACTIVITIES	71.6	
A 22	DRAFT OR WRITE INFORMATIONAL PAPERS, SUCH AS BACKGROUND OR TALKING PAPERS	71.1	
A 91	ESTABLISH OR MAINTAIN JOB-RELATED CONTACTS INFORMALLY, OR AT SOCIAL OR RECREATIONAL ACTIVITIES	70.9	
C 91	DEFINE OR EXPLAIN STANDARDS, SUCH AS APPEARANCE, JOB PERFORMANCE, OR BEHAVIOR STANDARDS, EXPECTED OF SUBORDINATES	70.9	
E 136	TAKE ACTIONS TO MAINTAIN AWARENESS OF PERSONAL OR FAMILY SITUATION, OR QUALITY OF LIFE OF SUBORDINATES	70.9	
K 250	PERSUADE THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS	70.7	
J 229	SET OR ADJUST GOALS OR OBJECTIVES FOR FUTURE OR LONG-TERM ACTIVITIES	70.4	
D 114	IMPLEMENT MORALE-BUILDING ACTIVITIES, SUCH AS SOCIAL, RECREATIONAL, OR ORIENTATION PROGRAMS	70.2	
M 295	COORDINATE WITH PERSONNEL AGENCIES ON MILITARY MANNING ACTIONS	70.2	
A 27	DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	70.0	
E 137	TAKE DIRECT ACTIONS TO RESOLVE SUBORDINATES' PROBLEMS, SUCH AS REARRANGING SCHEDULES OR FILLING IN ON THEIR DUTIES	69.3	
K 249	PERSUADE PEERS TO ACCOMPLISH TASKS	69.1	
A 10	DETERMINE STRATEGY FOR, OR APPROACH TO BE USED IN, COORDINATING	68.8	
A 64	REVIEW, EDIT, OR INDORSE AIRMEN PERFORMANCE REPORTS (APR)	68.8	
L 278	MONITOR USE OF PERSONNEL	68.8	
J 216	ESTABLISH OR ADJUST MILESTONES OR SUSPENSES FOR FUTURE OR LONG-TERM ACTIVITIES	68.6	
N 325	REPRESENT UNIT OR ORGANIZATION IN BASE SOCIAL OR CEREMONIAL FUNCTIONS, SUCH AS RETIREMENTS, LUNCHEONS, OR DINING-OUTS	68.4	
E 135	MONITOR PHYSICAL WORKING CONDITIONS TO INSURE SAFETY OF SUBORDINATES	68.2	
G 170	INTERVIEW MILITARY PERSONNEL FOR POTENTIAL ASSIGNMENT	68.2	
G 175	SELECT PERSONNEL TO FILL VACANT OR NEW POSITIONS	67.9	
E 130	ANALYZE SUBORDINATES' PERSONNEL PROBLEMS	67.7	
J 223	IDENTIFY TASKS NECESSARY TO ACCOMPLISH OBJECTIVES FOR FUTURE OR LONG-TERM ACTIVITIES	67.7	
J 221	ESTIMATE OR ASSESS IMPACT ON OWN UNIT OR SECTION OF PLANS OR PROJECTS PROPOSED BY OTHERS	67.5	
F 143	ATTEND SCHEDULED TRAINING SESSIONS TO MEET GENERAL MILITARY REQUIREMENTS, SUCH AS OPSEC OR HUMAN RELATIONS TRAINING	67.3	

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FCPR77

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D 75K	TITLES	COL
J 224	SCHEDULE PERSONNEL; FOR EXAMPLE, WORK, LEAVES, TDYS, OR TRAINING SCHEDULES	67.0
A 20	DRAFT OR WRITE CIVILIAN PERFORMANCE APPRAISALS OR REPORTS	66.8
A 42	GIVE DICTATION TO SECRETARY OR TO WORD PROCESSING SYSTEM	66.8
A 32	DRAFT OR WRITE RECOMMENDATIONS FOR MILITARY AWARDS OR DECORATIONS	66.6
B 82	MONITOR PROGRESS OF PERSONNEL WHO HAVE BEEN COUNSELED OR ADVISED	66.6
J 226	SELECT METHODS OR PROCEDURES TO BE USED IN CURRENT ACTIVITIES	66.6
J 220	ESTIMATE OR ASSESS IMPACT OF PROJECT ON OTHER UNITS, SECTIONS OR ORGANIZATIONS	66.4
D 116	INITIATE RECOMMENDATIONS FOR CIVILIAN PERFORMANCE AWARDS	65.9
B 174	SCREEN RECORDS OR DOCUMENTS TO DETERMINE QUALIFICATIONS OF PERSONNEL FOR SELECTION, PLACEMENT, OR REASSIGNMENT	65.9
J 210	COMPILE OR FORMULATE ALTERNATIVE METHODS OR PROCEDURES TO BE USED IN FUTURE OR LONG-TERM ACTIVITIES	65.2
D 125	PUBLICIZE OR PROMOTE OPPORTUNITIES FOR SELF-IMPROVEMENT; FOR EXAMPLE, OFF-DUTY EDUCATION OPPORTUNITIES	64.8
K 239	DEVELOP, DETERMINE, OR REVISE OFFICE MANAGEMENT PROCEDURES	64.8
K 219	ESTABLISH PLANS TO MEET EMERGENCY OR UNFORESEEN SITUATIONS	64.6
B 176	SOLICIT OR IDENTIFY CANDIDATES TO FILL VACANT OR NEW POSITIONS	64.3
L 282	REVIEW SUSPENSES	64.3
D 109	ESTABLISH OR MONITOR PROGRAMS FOR EXPERIENCE BROADENING WITHIN UNIT OR SECTION	64.1
K 231	ALLOCATE TIME FOR TASKS OR PROJECTS	64.1
L 277	MONITOR USE OF FUNDS	64.1
A 49	PLAN OR ARRANGE CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	63.9
H 182	EVALUATE EXISTING EQUIPMENT, MATERIAL, OR FACILITIES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	63.9
H 184	EVALUATE INSPECTION OR INVESTIGATION RESULTS	63.9
B 70	COUNSEL OR ADVISE PERSONNEL ON JOB-RELATED PROBLEMS, SUCH AS LACK OF SUPPLIES OR ENVIRONMENTAL CONDITIONS	63.7
B 165	ASSIGN OR REASSIGN PERSONNEL TO WORK SECTIONS, CREWS, OR SPECIAL DUTIES	63.7
G 160	EVALUATE, OR MAKE RECOMMENDATIONS WHICH AFFECT, MILITARY GRADE AUTHORIZATION	63.4
B 166	DETERMINE POSITIONS TO BE DELETED OR ADJUSTED DUE TO MANDATORY REDUCTIONS OR CHANGES	63.0
B 72	COUNSEL OR ADVISE CIVILIAN PERSONNEL ON CAREER PROGRESSION OR DEVELOPMENT	62.8
K 253	USE POWER OF POSITION TO INFLUENCE THOSE SUBORDINATE IN RANK OR POSITION TO ACCOMPLISH TASKS	62.8

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FCPRT7

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D TSK	TITLES	COL	*M*
L 201	REVIEW PROGRESS OF UNIT OR SECTION AGAINST ESTABLISHED MILESTONES	62.8	
E 131	COORDINATE WITH OR REFER PERSONNEL TO OTHER AGENCIES TO HELP RESOLVE SUBORDINATES' PROBLEMS	62.5	
A 16	DRAFT OR WRITE ADVOCACY PAPERS SUCH AS POSITION, DECISION, OR POLICY PAPERS	62.1	
H 107	EVALUATE NEW OR MODIFIED METHODS OR PROCEDURES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	61.6	
K 235	ASSIGN EXACT TASKS OR DUTIES TO BE ACCOMPLISHED	61.5	
L 285	REVIEW, APPROVE, OR DISAPPROVE REQUESTS FOR FUNDS	61.6	
G 167	EVALUATE, OR MAKE RECOMMENDATIONS WHICH AFFECT, CIVILIAN GRADE AUTHORIZATIONS	61.4	
K 251	PERSUADE THOSE SUPERIOR IN RANK TO POSITION TO ACCOMPLISH TASKS	61.2	
L 250	COMPILE AND ORGANIZE INFORMATION TO FACILITATE DECISION MAKING OF OTHERS	61.2	
G 149	INTERVIEW CIVILIAN PERSONNEL FOR HIRING	60.5	
B 79	COUNSEL OR ADVISE PERSONNEL ON PERSONAL PROBLEMS, SUCH AS FINANCIAL OR DOMESTIC MATTERS	60.3	
M 294	COORDINATE WITH PERSONNEL AGENCIES ON CIVILIAN HIRING ACTIONS	60.6	
J 17	DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR) ON SUGGESTED ENDORSEMENTS	59.8	
L 200	REVIEW OR CERTIFY TIME ACCOUNTING FORMS OR CARDS	59.6	
J 227	SELECT METHODS OR PROCEDURES TO BE USED IN FUTURE OR LONG-TERM ACTIVITIES	58.9	
H 192	EVALUATE USE OF EQUIPMENT, FACILITIES, OR MATERIALS	57.6	
H 195	PERFORM PERIODIC SELF-INSPECTIONS OF SECTION OR UNIT	57.6	
L 203	REVIEW, APPROVE, OR DISAPPROVE PERSONNEL ACTIONS, SUCH AS CLASSIFICATION, ASSIGNMENT, OR SELECTION	56.4	
H 136	EVALUATE NEW OR MODIFIED METHODS, MATERIALS, OR FACILITIES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	56.0	
A 15	DRAFT OR PREPARE INPUTS TO DIRECTIVES, FOR EXAMPLE REGULATIONS, MANUALS, OR OPERATING INSTRUCTION (OI)	55.6	
L 267	ESTABLISH REQUIREMENTS, FORMATS, OR METHODS FOR ORAL OR WRITTEN REPORTS	55.3	
D 74	COUNSEL OR ADVISE CIVILIAN PERSONNEL ON JOB OR TRAINING PERFORMANCE	55.1	
K 234	ANALYZE, ESTABLISH, OR ADJUST ORGANIZATIONAL STRUCTURES OF SECTIONS, UNITS, OR ORGANIZATIONS	54.2	
H 233	ALLOCATE, REALLOCATE, OR DISTRIBUTE FUNDS	54.0	
K 252	USE POWER OF POSITION TO INFLUENCE PEERS TO ACCOMPLISH TASKS	54.0	
L 209	REVIEW, EDIT, APPROVE, OR DISAPPROVE NONDIRECTIVE MATERIAL FOR PUBLICATIONS SUCH AS ARTICLES OR TECHNICAL REPORTS	53.7	
A 37	DRAFT OR WRITE STAFF SUMMARIES OR EXECUTIVE SUMMARIES		

TASKS PERFORMED BY AT LEAST 30% OF O-6S

FCPR17

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O TSK	TITLES	COL	PH#
L 255	ASSIGN APPROVAL OR AUTHORIZATION AUTHORITY TO PERSONNEL, SECTIONS, OR UNITS	53.5	
L 286	REVIEW, APPROVE, OR DISAPPROVE REQUESTS FOR GOODS OR SERVICES	53.0	
N 324	REPRESENT AIR FORCE, ORGANIZATION, OR UNIT IN COMMUNITY ACTIVITIES, SUCH AS BANQUETS, PARADES, OR CEREMONIES	53.0	
H 191	EVALUATE UNIT COMPLIANCE WITH AIR FORCE OR COMMAND SPECIAL INTEREST ITEMS, SUCH AS ENERGY OR NEWCOMER PROGRAMS	52.6	
L 292	SCREEN INCOMING CORRESPONDENCE TO DETERMINE APPROPRIATE ROUTING	52.4	
A 11	DEVELOP, REVISE, OR DRAFT CIVILIAN JOB DESCRIPTIONS	51.9	
B 81	DOCUMENT MILITARY COUNSELING SESSIONS	51.2	
L 276	MONITOR USE OF EQUIPMENT, FACILITIES, OR MATERIALS	50.8	
K 240	DIRECT SPECIFIC PROCEDURES TO BE FOLLOWED IN ACCOMPLISHING TASKS	50.3	
L 266	ESTABLISH PROCEDURES FOR REVIEWING OR ROUTING INFORMATION	50.1	
A 31	DRAFT OR WRITE RECOMMENDATIONS FOR CIVILIAN AWARDS OR RECOGNITION	49.9	
G 171	INTERVIEW OR CONTACT REFERENCES TO DETERMINE OR VERIFY PERSONNEL QUALIFICATIONS	49.7	
A 13	DEVELOP, REVISE, OR DRAFT MILITARY JOB DESCRIPTIONS	49.2	
A 52	PRACTICE OR DELIVER SPEECHES	48.8	
H 189	EVALUATE OR RESPOND TO SUGGESTIONS UNDER AIR FORCE SUBSTITUTION PROGRAM (AF FORM 1000)	48.8	
A 63	RESPOND OR DRAFT REPLIES TO OFFICIAL HIGH-LEVEL INQUIRIES, SUCH AS CONGRESSIONAL OR PRESIDENTIAL INQUIRIES	48.5	
E 133	INITIATE OR PARTICIPATE IN SELF-HELP PROJECTS	48.5	
A 38	DRAFT OR WRITE SPEECHES	48.3	
J 228	SCHEDULE UNIT ACTIVITIES, SUCH AS COMMANDER'S CALL, MOBILITY EXERCISES, OR SOCIAL EVENTS	48.3	
L 273	MONITOR COMPLIANCE WITH AIR FORCE OR COMMAND SPECIAL INTEREST ITEMS, SUCH AS ENERGY OR NEWCOMER PROGRAMS	48.1	
B 73	COUNSEL OR ADVISE CIVILIAN PERSONNEL ON FAILURE TO MAINTAIN PROFESSIONAL STANDARDS, SUCH AS BEHAVIOR STANDARDS	47.6	
C 88	ADMINISTER SUPERVISORY-LEVEL CORRECTIVE ACTIONS, SUCH AS VERBAL REPRIMANDS TO MILITARY PERSONNEL	47.6	
H 308	PROVIDE INPUTS TO BUDGET ESTIMATES OR REQUESTS	47.6	
K 242	ISSUE DIRECT ORDERS TO PEERS TO ACCOMPLISH TASKS	47.0	
I 208	INSPECT FACILITIES OR EQUIPMENT	46.5	
B 80	DOCUMENT CIVILIAN COUNSELING SESSIONS	45.1	
K 238	DEVELOP WORKSPACE USE	44.5	
A 55	PREPARE OR DEVELOP GRAPHICS OR VISUAL AIDS	43.8	
A 34	DRAFT OR WRITE RESPONSES TO INSPECTION REPORTS OR AUDIT REPORTS	43.3	
C 90	COORDINATE WITH SPECIAL AGENCIES, SUCH AS LEGAL OR PERSONNEL AGENCIES ON ADMINISTRATIVE OR DISCIPLINARY ACTIONS	43.1	



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D TSK	TITLES	COL
L 279	RECOMMEND APPROVAL OR DISAPPROVAL OF REQUESTS FOR FACILITY CONSTRUCTION OR MODIFICATIONS	43.1
G 172	INTERVIEW PERSONNEL FOR PLACEMENT, TRAINING, OR EVALUATION	42.9
M 309	PROVIDE INPUTS TO REQUESTS FOR MANPOWER AUTHORIZATIONS	42.7
I 198	CONDUCT INFORMAL INVESTIGATIONS OF PROBLEMS, SUCH AS INCIDENTS OR COMPLAINTS	42.0
C 92	DETERMINE APPROPRIATE DISCIPLINARY OR CORRECTIVE ACTIONS	41.3
L 260	INITIATE PERSONNEL ACTIONS, SUCH AS CLASSIFICATION, ASSIGNMENT OR SELECTION	41.3
M 310	PROVIDE INPUTS TO REQUESTS FOR MILITARY PERSONNEL WITH SPECIFIC QUALIFICATIONS	41.3
L 293	SET UP OR IMPLEMENT RECALL PROCEDURES	40.9
I 204	INSPECT CURRENT UNIT ACTIVITIES OR PROCEDURES TO DETERMINE MISSION EFFECTIVENESS	39.7
M 306	PROVIDE INPUTS TO MANPOWER DOCUMENTS, SUCH AS UNIT MANPOWER DOCUMENT	39.5
K 230	ALLOCATE OR DESIGNATE USE OF BUILDINGS OR FACILITIES	39.1
C 98	INITIATE OR RECOMMEND SUPERVISORY-LEVEL CORRECTIVE ACTIONS SUCH AS VERBAL REPRIMANDS TO MILITARY PERSONNEL	38.8
K 232	ALLOCATE REALLOCATE, OR DESIGNATE USE OF SUPPLIES OR EQUIPMENT	38.8
M 101	EVALUATE CONTRACTOR SERVICES OR PERFORMANCE	38.6
I 208	PERFORM SPECIAL ACTIONS TO PREPARE FOR INSPECTION BY OUTSIDE AGENCIES	38.6
L 275	MONITOR OR CONTROL CIVILIAN OVERTIME POLICY	38.6
M 315	COORDINATE WITH CIVILIAN EMPLOYEES OR REPRESENTATIVES ON COMPLAINTS	38.5
F 141	ATTEND EDUCATIONAL PROGRAMS OR PROFESSIONAL DEVELOPMENT COURSES DURING DUTY TIME	38.4
K 234	USE POWER OF POSITION TO INFLUENCE THOSE SUPERIOR IN RANK OR POSITION TO ACCOMPLISH TASKS	38.4
L 265	ESTABLISH CIVILIAN OVERTIME POLICY FOR UNIT OR SECTION	38.1
C 94	MONITOR PERFORMANCE OF PERSONNEL WHO HAVE RECEIVED ADMINISTRATIVE OR DISCIPLINARY ACTION	36.8
I 206	INSPECT PERSONNEL	36.6
A 46	PARTICIPATE AS A MEMBER OF PERSONNEL ACTION BOARDS, SUCH AS SELECTION, CLASSIFICATION, OR DISCHARGE BOARDS	36.3
M 310	INTERACT WITH LOCAL COMMUNITY REPRESENTATIVES ON AREAS OF BASE OR COMMUNITY PROBLEMS OR CONCERNS	35.4
A 12	DEVELOP, REVISE, OR DRAFT CIVILIAN PERFORMANCE STANDARDS	35.0
L 264	DIRECT, CONTROL, OR SUPERVISE MOBILITY OR CRIES FUNCTIONS, SUCH AS COMMAND POST OR BATTLE STAFF AUGMENTATION	34.3
E 132	ESTABLISH UNIT OR SECTION GUIDELINES OR PROGRAMS TO ENCOURAGE PHYSICAL FITNESS OF PERSONNEL	34.1
L 274	MONITOR CONTRACTOR SERVICE OR PERFORMANCE	33.9
F 155	EVALUATE EFFECTIVENESS OF TRAINING PROGRAMS	33.0

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D TSK	TITLE	COL	MEM
A 43	LOCATE APPROPRIATE DIRECTIVE PUBLICATIONS, SUCH AS REGULATIONS OR MANUALS	33.2	
C 89	COMPILE DOCUMENTATION TO SUPPORT POSSIBLE ADMINISTRATIVE OR DISCIPLINARY ACTIONS	33.2	
F 142	ATTEND SCHEDULED TRAINING SESSIONS TO MAINTAIN JOB PROFICIENCY OR KNOWLEDGE	33.2	
A 4	CHAIR OR PRESIDE OVER PERSONNEL ACTION BOARDS, SUCH AS SELECTION, CLASSIFICATION, OR ADMINISTRATIVE DISCHARGE BOARD	33.0	
M 299	PREPARE REQUESTS FOR MANPOWER AUTHORIZATIONS	32.3	
A 51	PRACTICE OR DELIVER LECTURES	32.1	
C 94	INITIATE OR RECOMMEND ADMINISTRATIVE CORRECTIVE ACTIONS SUCH AS VERBAL REPRIMAND, CONTROL ROSTER, OR UIF ACTIONS	32.1	
M 296	PREPARE BUDGET ESTIMATES OR REQUESTS	34.8	
M 303	PREPARE REQUESTS TO OBTAIN MILITARY PERSONNEL WITH SPECIFIC QUALIFICATIONS	31.8	
M 322	PUBLICIZE, ENCOURAGE, OR PARTICIPATE IN COMMUNITY ACTION PROJECTS, SUCH AS WELFARE OR DISASTER RELIEF PROJECTS	31.8	
L 272	MAINTAIN WORKING FILES OR RECORDS	31.5	
M 311	COORDINATE WITH BASE OR UNIT EQUAL EMPLOYMENT OPPORTUNITY PERSONNEL ON EEO PROGRAMS	31.2	
M 312	PROVIDE INPUTS TO REQUESTS FOR SUPPLIES OR EQUIPMENT	30.9	
L 263	DIRECT, CONTROL, OR SUPERVISE DISASTER PREPAREDNESS OR MOBILIZATION ACTIONS	30.7	
C 95	INITIATE OR RECOMMEND DISCIPLINARY ACTIONS FOR CIVILIANS; FOR EXAMPLE, VERBAL REPRIMANDS, SUSPENSION, OR TERMINATION	30.5	
A 23	DRAFT OR WRITE INSPECTION REPORTS, SUCH AS REPORTS OF FORMAL OR SELF INSPECTION	30.0	
I 114	COORDINATE WITH CIVILIAN PERSONNEL OFFICERS OR EMPLOYEE REPRESENTATIVES ON BRIEVANCES	30.0	
A 14	DRAFT OR WRITE CIVILIAN CAREER PROGRESSION RECOMMENDATIONS FOR INDIVIDUALS	29.8	
F 149	DETERMINE TRAINING REQUIREMENTS FOR INDIVIDUALS	29.6	

TASKS OMITTED FOR WHICH:  
 \* THE VALUE IN COLUMN COL (M) IS LT 29.5

APPENDIX B

PERCENTAGE OF RESPONDENTS IN EACH PAYGRADE GROUP WHO PERFORM  
TASKS IN THE JOB INVENTORY

AF HUMAN RESOURCES LABORATORY  
AIP FORCE SYSTEMS COMMAND

GPSAIA

PCT MORS PLNF TASKS/DUTIES BY PAYGRADE OPS

TABULATION OF PERCENT MEMBERS PERFORMING TASKS AND DUTIES BY PAYGRADE GROUPS  
O-1 THROUGH O-6 IN THE OFFICER PME I CAREER FIELD.

REPORTS ON THE FOLLOWING GROUPS WERE REQUESTED

GROUP IDENTITY = SPC001	ALL OFFICERS IN PAYGRADE O-1	CONTAINING	340 MEMBERS.
GROUP IDENTITY = SPC002	ALL OFFICERS IN PAYGRADE O-2	CONTAINING	410 MEMBERS.
GROUP IDENTITY = SPC003	ALL OFFICERS IN PAYGRADE O-3	CONTAINING	429 MEMBERS.
GROUP IDENTITY = SPC004	ALL OFFICERS IN PAYGRADE O-4	CONTAINING	430 MEMBERS.
GROUP IDENTITY = SPC005	ALL OFFICERS IN PAYGRADE O-5	CONTAINING	483 MEMBERS.
GROUP IDENTITY = SPC006	ALL OFFICERS IN PAYGRADE O-6	CONTAINING	443 MEMBERS.

2

PCT MORS PERFORM TASKS/DUTIES BY PAYGRADE OPS

DUTY GROUP SUMMARY  
PERCENT MEMBERS PERFORMING

DUTY  
A COMMUNICATIONS  
B COUNSELING  
C MAINTAINING DISCIPLINE  
D MOTIVATING  
E MAINTAINING MORALE, HEALTH, AND WELFARE  
F TRAINING  
G PLACEMENT  
H EVALUATING  
I INSPECTING AND INVESTIGATING  
J PLANNING (CURRENT ACTIVITIES ARE THOSE LESS THAN 12 MONTHS IN ADVANCE; FUTURE ACTIVITIES ARE THOSE MORE THAN 12 MONTHS IN ADVANCE)  
K ORGANIZING AND DIRECTING  
L CONTROLLING  
M REQUESTING RESOURCES  
N REPRESENTING

AF HUMAN RESOURCES LABORATORY  
AIR FORCE SYSTEMS COMMAND

OPSMIA

SPC	SPC	SPC	SPC	SPC	SPC
001	002	003	004	005	006
46	74	100	100	100	100
46	53	65	70	81	95
38	45	48	53	67	80
87	91	93	93	96	98
55	64	68	75	86	94
89	89	93	89	08	86
31	29	18	61	77	91
83	90	95	98	94	98
92	51	57	58	65	75
63	72	90	89	77	94
76	82	91	90	73	97
78	80	86	89	95	96
49	41	54	72	61	85
61	60	74	77	82	94

IN ADVANCE; FUTURE ACTIVITIES ARE THOSE MORE THAN 12 MONTHS

IN ADVANCE)

ORGANIZING AND DIRECTING

CONTROLLING

REQUESTING RESOURCES

REPRESENTING

CU

HB

HA

60

88

89

90

91

AF HUMAN RESOURCES LABORATORY  
AIR FORCE SYSTEMS COMMAND

PCI MONS PLDF TASKS/OUTLINES BY PAYD-ALL CDS

TASK GROUP SUMMARY  
EFFICIENT MEMBERS PERFORMANCE

	SPC 001	SPC 002	SPC 003	SPC 004	SPC 005	SPC 006
1 ASSEMBLE JACKUP MATERIAL FOR GOVERNMENTAL PROCEEDINGS, SUCH AS CONGRESSIONAL OR PRESIDENTIAL COMMISSION HEARINGS	1	1	1	1	1	1
2 CHAIR OR LIAISON COMMISSIONS, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	1	1	1	1	1	1
3 CHAIR OR PRESIDE OVER INVESTIGATIVE OR TECHNICAL BODIES, SUCH AS WASHAF OR ACCIDENT INVESTIGATIONS	1	1	1	1	1	1
4 CHAIR OR PRESIDE OVER PERSONNEL ACTION BODIES, SUCH AS SE- LECTION, CLASSIFICATION, OR ADMINISTRATIVE DISCHARGE BOARD	1	1	1	1	1	1
5 CONDUCT COMMANDER'S CALL	1	1	1	1	1	1
6 CONDUCT STAFF MEETINGS OF PERSONNEL SUPERVISED	1	1	1	1	1	1
7 COORDINATE COMMUNICATIONS, SUCH AS CORRESPONDENCE OR STU- DIES WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS	1	1	1	1	1	1
8 DESIGN OR DEVELOP FORMATS OF COMPUTERIZED PRODUCTS	1	1	1	1	1	1
9 DESIGN OR DEVELOP REPORTING DEVICES SUCH AS FORMS, STATUS BOARDS, OR CHARTS	1	1	1	1	1	1
10 DETERMINE STRATEGY FOR, OR APPROACH TO BE USED IN, COORDINATING	1	1	1	1	1	1
11 DEVELOP, REVISE, OR DRAFT CIVILIAN JOB DESCRIPTIONS	1	1	1	1	1	1
12 DEVELOP, REVISE, OR DRAFT CIVILIAN PERFORMANCE STANDARDS	1	1	1	1	1	1
13 DEVELOP, REVISE, OR DRAFT MILITARY JOB DESCRIPTIONS	1	1	1	1	1	1
14 DEVELOP, SCRIPT, OR PROVIDE INPUTS TO AUDIO-VISUAL PRODUC- TIONS SUCH AS VIDEO-TAPE OR SOUND-ON-SLIDE PRODUCTIONS	1	1	1	1	1	1
15 DRAFT OR PREPARE INPUTS TO DIRECTIVES FOR EXAMPLE REGULATIONS, MANUALS, OR OPERATING INSTRUCTION (OI)	1	1	1	1	1	1
16 DRAFT OR WHITE ADVOCACY PAPERS SUCH AS POSITION, DECISION, OR POLICY PAPERS	1	1	1	1	1	1
17 DRAFT OR WHITE AIDMAN PERFORMANCE REPORTS (APR) OR SUGGESTED ENDORSEMENTS	1	1	1	1	1	1
18 AFT OR WHITE BRIEFINGS	1	1	1	1	1	1
19 DRAFT OR WHITE CIVILIAN CAREER PROGRESSION RECOMMENDATIONS	1	1	1	1	1	1
20 DRAFT OR WHITE CIVILIAN PERFORMANCE APPRAISALS OR REPORTS	1	1	1	1	1	1
21 DRAFT OR WHITE FORMAL JOINT CHIEFS OF STAFF PAPERS	1	1	1	1	1	1
22 DRAFT OR WHITE INFORMATIONAL PAPERS, SUCH AS BACKGROUND OR TALKING PAPERS	1	1	1	1	1	1
23 DRAFT OR WHITE INSPECTION REPORTS, SUCH AS REPORTS OF FORMAL OR SELF INSPECTION	1	1	1	1	1	1
24 DRAFT OR WHITE INTERNAL CORRESPONDENCE, SUCH AS MEMORANDA OR TRIP REPORTS	1	1	1	1	1	1
25 DRAFT OR WHITE LETTERS IN MILITARY FORMAT	1	1	1	1	1	1
26 DRAFT OR WHITE LETTERS IN NONMILITARY FORMAT	1	1	1	1	1	1
27 DRAFT OR WHITE MESSAGES FOR ELECTRICAL TRANSMISSION	1	1	1	1	1	1
28 DRAFT OR WHITE OFFICER EFFECTIVENESS REPORTS (OER) OR SUGGESTED ENDORSEMENTS	1	1	1	1	1	1
29 DRAFT OR WHITE PLANS, EXERCISES, OR MOVEMENT PLANS	1	1	1	1	1	1
30 DRAFT OR WHITE PUBLIC AFFAIRS RELEASES	1	1	1	1	1	1
31 DRAFT OR WHITE RECOMMENDATIONS FOR CIVILIAN AWARDS OR RECOGNITION	1	1	1	1	1	1

AF HUMAN RESOURCES LABORATORY  
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PCI MBRS PERF TASKS/DUTIES BY PAYGRADE GPS

TASK GROUP SUMMARY  
PERCENT MEMBERS PERFORMING

AFSPMA

	SPC 001	SPC 002	SPC 003	SPC 004	SPC 005	SPC 006
A 32 DRAFT OR WRITE RECOMMENDATIONS FOR MILITARY AWARDS OR DECORATIONS	22	24	36	54	67	67
A 33 DRAFT OR WRITE REPORTS OF INVESTIGATIONS; FOR EXAMPLE, INVESTIGATIONS OF SAFETY, SECURITY, OR OTHER INCIDENTS	21	17	17	20	21	18
A 34 DRAFT OR WRITE RESPONSES TO INSPECTION REPORTS OR AUDIT REPORTS	20	22	30	41	58	93
A 35 DRAFT OR WRITE SPEECHES	11	10	21	24	20	48
A 36 DRAFT OR WRITE STAFF STUDIES USING FORMAL STAFF STUDY FORMAT	7	4	10	19	18	13
A 37 DRAFT OR WRITE STAFF SUMMARIES OR EXECUTIVE SUMMARIES	9	7	24	40	40	54
A 38 DRAFT OR WRITE TESTIMONY FOR GOVERNMENTAL PROCEEDINGS, SUCH AS CONGRESSIONAL OR PRESIDENTIAL COMMISSION HEARINGS	1	1	9	4	8	11
A 39 DRAFT OR WRITE TRAINING MATERIALS; FOR EXAMPLE, LESSON PLANS OR STUDENT STUDY MATERIALS	15	22	27	25	16	10
A 40 ELICIT, OBTAIN, OR DRAW OUT CRITICAL INFORMATION, RECOM- MENDATIONS, OR ADVICE FROM OTHERS	38	40	48	61	65	74
A 41 ESTABLISH OR MAINTAIN JOB-RELATED CONTACTS INFORMALLY, OR AT SOCIAL OR RECREATIONAL ACTIVITIES	40	39	47	59	64	71
A 42 GIVE DICTATION TO SECRETARY OR TO WORD PROCESSING SYSTEM	9	7	15	28	40	67
A 43 LOCATE APPROPRIATE DIRECTIVE PUBLICATIONS, SUCH AS REGULATIONS OR MANUALS	44	49	61	66	67	33
A 44 PARTICIPATE AS A MEMBER OF CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	49	45	66	80	86	92
A 45 PARTICIPATE AS A MEMBER OF INVESTIGATIVE OR TECHNICAL BOARDS, SUCH AS MISHAP OR ACCIDENT INVESTIGATIONS	7	8	12	11	14	19
A 46 PARTICIPATE AS A MEMBER OF PERSONNEL ACTION BOARDS, SUCH AS SELECTION, CLASSIFICATION, OR DISCHARGE BOARDS	5	5	13	19	25	36
A 47 PARTICIPATE IN AUDIO-VISUAL PRODUCTIONS, SUCH AS VIDEO TAPE OR CASSETTE RECORDINGS	6	6	12	9	11	12
A 48 PARTICIPATE IN UNIT OR SECTION STAFF MEETINGS	49	49	68	81	88	88
A 49 PLAN OR ARRANGE CONFERENCES, COMMITTEE MEETINGS, PANELS, COUNCILS, OR AD HOC WORKING GROUPS	23	17	39	56	64	64
A 50 PRACTICE OR DELIVER FORMAL BRIEFINGS	35	40	52	56	67	72
A 51 PRACTICE OR DELIVER LECTURES	9	15	24	20	21	32
A 52 PRACTICE OR DELIVER SPEECHES	12	11	19	20	23	49
A 53 PRACTICE OR PRESENT CLASSROOM INSTRUCTION OTHER THAN LECTURES	12	22	31	24	16	15
A 54 PREPARE OR DELIVER INFORMAL BRIEFINGS	54	55	72	76	77	82
A 55 PREPARE OR DEVELOP GRAPHICS OR VISUAL AIDS	39	36	51	62	59	44
A 56 PROVIDE ORAL INFORMATION, DIRECTIONS, OR ADVICE TO SUBORDINATES	56	68	76	78	86	96
A 57 PROVIDE ORAL INFORMATION, DIRECTIONS, OR ADVICE TO PERSONNEL ON A LATERAL LEVEL	69	73	83	87	89	92
A 58 PROVIDE ORAL INFORMATION, RECOMMENDATIONS, OR ADVICE TO SUPERIORS	67	75	81	87	91	95
A 59 READ DIRECTIVE PUBLICATIONS, SUCH AS OPERATING INSTRU- CTIONS, REGULATIONS, TECHNICAL ORDERS, OR CHECKLISTS	79	83	85	84	84	80

PCF MBRS PERF TASKS/DUTIES BY PAYGRADE GPS

TASK GROUP SUMMARY  
PERCENT MEMBERS PERFORMING

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88

88:

- A 6J READ INCOMING OR OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMOS, REPORTS, OR MESSAGE.
- A 6I READ PROFESSIONAL PUBLICATIONS, SUCH AS BOOKS OR ARTICLES
- A 62 READ TECHNICAL REPORTS OR OTHER STUDIES
- A 63 RESPOND OR DRAFT REPLIES TO OFFICIAL HIGH-LEVEL INQUIRIES, SUCH AS CONGRESSIONAL OR PRESIDENTIAL INQUIRIES
- A 64 REVIEW, EDIT, OR INDORSE AIRMEN PERFORMANCE REPORTS (APR)
- A 65 REVIEW, EDIT, OR INDORSE CIVILIAN PERFORMANCE APPRAISALS
- A 66 REVIEW, EDIT, OR INDORSE OFFICER EFFECTIVENESS REPORTS
- A 67 SAMITIZE CLASSIFIED MATERIAL FOR RELEASE OR DISSEMINATION
- A 68 WRITE ARTICLES FOR PROFESSIONAL PUBLICATIONS, SUCH AS "BOOKS" OR JOURNALS
- A 69 WRITE OR DRAFT INPUTS TO LOCAL PUBLICATIONS, SUCH AS BASE BULLETINS, NEWSPAPERS, OR UNIT HISTORIES
- A 70 WRITE OR DRAFT INPUTS TO TECHNICAL ORDERS OR PROCEDURES
- A 71 WRITE TECHNICAL OR RESEARCH REPORTS
- B 72 COUNSEL OR ADVISE CIVILIAN PERSONNEL ON CAREER PROGRESSION OR DEVELOPMENT
- B 73 COUNSEL OR ADVISE CIVILIAN PERSONNEL ON FAILURE TO MAINTAIN PROFESSIONAL STANDARDS, SUCH AS BEHAVIOR STANDARDS
- B 74 COUNSEL OR ADVISE CIVILIAN PERSONNEL ON JOB OR TRAINING PERFORMANCE
- B 75 COUNSEL OR ADVISE MILITARY PERSONNEL ON CAREER PROGRESSION OR DEVELOPMENT
- B 76 COUNSEL OR ADVISE MILITARY PERSONNEL ON FAILURE TO MAINTAIN PROFESSIONAL STANDARDS, SUCH AS APPEARANCE STANDARDS
- B 77 COUNSEL OR ADVISE MILITARY PERSONNEL ON JOB OR TRAINING PERFORMANCE
- B 78 COUNSEL OR ADVISE PERSONNEL ON JOB-RELATED PROBLEMS, SUCH AS LACK OF SUPPLIES OR ENVIRONMENTAL CONDITIONS
- B 79 COUNSEL OR ADVISE PERSONNEL ON PERSONAL PROBLEMS, SUCH AS FINANCIAL OR DOMESTIC MATTERS
- B 80 DOCUMENT CIVILIAN COUNSELING SESSIONS
- B 81 DOCUMENT MILITARY COUNSELING SESSIONS
- B 82 MONITOR PROGRESS OF PERSONNEL WHO HAVE BEEN COUNSELED OR ADVISED
- C 83 ADMINISTER ADMINISTRATIVE CORRECTIVE ACTIONS, SUCH AS CONTROL ROSTER OR UNFAVORABLE INFORMATION FILE (UIF) ACTIONS
- C 84 ADMINISTER ADMINISTRATIVE DISCHARGE ACTIONS UNDER AFR 39-10, 39-12, 35-2, OR 36-3
- C 85 ADMINISTER DISCIPLINARY ACTIONS TO CIVILIANS; FOR EXAMPLE VERBAL REPRIMANDS, SUSPENSION, OR TERMINATION
- C 86 ADMINISTER JUDICIAL PUNISHMENT IMPOSED BY COURTS-MARTIAL
- C 87 ADMINISTER NONJUDICIAL PUNISHMENT, SUCH AS ARTICLE 15
- C 88 ADMINISTER SUPERVISORY-LEVEL CORRECTIVE ACTIONS, SUCH AS VERBAL REPRIMANDS TO MILITARY PERSONNEL
- C 89 COMPILE DOCUMENTATION TO SUPPORT POSSIBLE ADMINISTRATIVE OR DISCIPLINARY ACTIONS

SPC 001	SPC 002	SPC 003	SPC 004	SPC 005	SPC 006
73	78	82	88	94	95
73	78	86	87	88	94
54	60	64	66	60	77
7	4	12	24	34	49
29	20	26	37	53	69
8	5	10	19	39	76
4	5	14	34	53	82
7	6	9	16	17	17
4	4	8	13	12	16
22	18	26	26	29	28
10	8	15	13	13	8
11	10	11	12	11	9
6	4	10	22	36	63
6	5	7	14	27	46
7	7	11	21	38	55
27	22	40	57	71	88
34	37	39	48	60	76
31	37	47	52	66	80
29	31	39	44	55	64
27	25	31	37	52	60
6	5	7	16	28	45
22	19	25	32	42	51
25	25	29	38	52	67
6	4	4	8	17	19
4	2	3	7	13	11
3	3	4	9	13	29
1	2	1	2	5	7
4	3	3	5	11	14
20	18	19	25	34	48
19	16	17	21	28	33

88

88



AF HUMAN RESOURCES LABORATORY  
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## PCT MBRS PERF TASKS/DUTIES BY PAYGRADE GPS

TASK GROUP SUMMARY  
PERCENT MEMBERS PERFORMING

GPSMIA

	SPC 001	SPC 002	SPC 003	SPC 004	SPC 005	SPC 006
C 90 COORDINATE WITH SPECIAL AGENCIES, SUCH AS LEGAL OR PERSONNEL AGENCIES ON ADMINISTRATIVE OR DISCIPLINARY ACTIONS	13	10	12	21	32	43
C 91 DEFINE OR EXPLAIN STANDARDS, SUCH AS APPEARANCE, JOB PERFORMANCE, OR BEHAVIOR STANDARDS, EXPECTED OF SUBORDINATES	34	39	41	46	54	71
C 92 DETERMINE APPROPRIATE DISCIPLINARY OR CORRECTIVE ACTIONS	19	14	16	20	32	41
C 93 INITIATE ADMINISTRATIVE DISCHARGE ACTIONS UNDER AFR 39-10, 39-12, 36-2, OR 36-3	4	3	3	7	12	13
C 94 INITIATE OR RECOMMEND ADMINISTRATIVE CORRECTIVE ACTIONS SUCH AS VERBAL REPRIMAND, CONTROL ROSTER, OR UIF ACTIONS	14	12	12	19	24	32
C 95 INITIATE OR RECOMMEND DISCIPLINARY ACTIONS FOR CIVILIANS; FOR EXAMPLE, VERBAL REPRIMANDS, SUSPENSION, OR TERMINATION	3	3	4	11	15	30
C 96 INITIATE OR RECOMMEND JUDICIAL PUNISHMENT, SUCH AS COURTS-MARTIAL	4	3	3	6	10	17
C 97 INITIATE OR RECOMMEND NONJUDICIAL PUNISHMENT, SUCH AS ARTICLE 15	8	7	6	10	15	22
C 98 INITIATE OR RECOMMEND SUPERVISORY-LEVEL CORRECTIVE ACTIONS SUCH AS VERBAL REPRIMANDS TO MILITARY PERSONNEL	15	12	14	21	29	39
C 99 MONITOR PERFORMANCE OF PERSONNEL WHO HAVE RECEIVED ADMINISTRATIVE OR DISCIPLINARY ACTIONS	16	14	15	20	29	37
C 100 REVIEW ADMINISTRATIVE DISCHARGE ACTIONS UNDER AFR 39-10, 39-12, 36-2, OR 36-3	4	3	3	8	13	17
C 101 REVIEW RECOMMENDATIONS FOR ADMINISTRATIVE CORRECTIVE ACTION, SUCH AS VERBAL REPRIMANDS, CONTROL ROSTER, OR UIF ACTIONS	8	6	6	10	16	26
C 102 REVIEW RECOMMENDATIONS FOR CIVILIAN DISCIPLINARY ACTIONS; FOR EXAMPLE, VERBAL REPRIMANDS, SUSPENSION, OR TERMINATION	2	3	3	5	10	24
C 103 REVIEW RECOMMENDATIONS FOR JUDICIAL PUNISHMENT, SUCH AS COURTS-MARTIAL	3	3	3	3	8	15
C 104 REVIEW RECOMMENDATIONS FOR NONJUDICIAL PUNISHMENT, SUCH AS AS ARTICLE 15	4	3	3	6	11	19
C 105 REVIEW, APPROVE, OR MITIGATE COURT-MARTIAL ACTIONS	2	1	2	2	5	9
D 106 ACKNOWLEDGE, IN GROUP SITUATIONS, ACCOMPLISHMENTS OR PERFORMANCE OF INDIVIDUALS OR GROUPS	51	51	63	70	80	94
D 107 ANALYZE PERSONNEL OR JOBS TO DETERMINE WAYS TO INCREASE JOB SATISFACTION	32	35	42	57	63	77
D 108 DETERMINE, IN CONJUNCTION WITH SUBORDINATES, SECTIONS, OR UNITS, THE GOALS THEY ARE TO ACHIEVE	35	37	48	60	70	93
D 109 ESTABLISH OR MONITOR PROGRAMS FOR EXPERIENCE BROADENING WITHIN UNIT OR SECTION	21	19	30	37	51	64
D 110 EXPLAIN OR INTERPRET GOALS THAT SUBORDINATES, SECTIONS, OR UNITS ARE TO ACHIEVE	30	36	41	54	65	79
D 111 EXPLAIN OR PERSUADE PERSONNEL OF THE IMPORTANCE OF THE MISSION	41	49	51	58	69	84
D 112 EXPLAIN OR PERSUADE PERSONNEL OF THEIR PERSONAL IMPORTANCE TO THE UNIT	38	41	44	55	65	82
G 113 EXPLAIN REASONS FOR CHANGES IN PERSONNEL UTILIZATION OR JOB RESPONSIBILITY	27	27	32	45	61	72
D 114 IMPLEMENT MORALE-BUILDING ACTIVITIES, SUCH AS SOCIAL, RECREATIONAL, OR ORIENTATION PROGRAMS	33	26	31	37	49	70

28

PC1 MGRS PERF TASKS/DUTIES BY PAYGRADE GPS

TASK GROUP SUMMARY  
PERCENT MEMBERS PERFORMING

0Y-TSK

- D 115 INITIATE OR PRESENT INFORMAL AWARDS OF RECOGNITION, SUCH AS CERTIFICATES OR PLAQUES
- D 116 INITIATE RECOMMENDATIONS FOR CIVILIAN PERFORMANCE AWARDS
- D 117 INITIATE RECOMMENDATIONS FOR MILITARY PERFORMANCE AWARDS
- D 118 MAKE INFORMAL VISIBILITY VISITS TO SUBORDINATE UNITS OR SECTIONS FOR MOTIVATIONAL PURPOSES
- D 119 PARTICIPATE IN OR ATTEND HOBBY-BUILDING ACTIVITIES, SUCH AS SOCIAL, RECREATIONAL, OR ORIENTATION PROGRAMS
- D 120 PRESENT INTERESTS OF SUBORDINATE, SECTIONS, OR UNITS TO HIGHER AUTHORITIES
- D 121 PROVIDE INDIVIDUALS WITH INFORMAL NEGATIVE FEEDBACK
- D 122 PROVIDE INDIVIDUALS WITH INFORMAL POSITIVE FEEDBACK ON JOB PERFORMANCE OR ACCOMPLISHMENTS
- D 123 PROVIDE SECTION OR UNIT WITH INFORMAL NEGATIVE FEEDBACK
- D 124 PROVIDE SECTION OR UNIT WITH INFORMAL POSITIVE FEEDBACK
- D 125 PUBLICIZE OR PROMOTE OPPORTUNITIES FOR SELF-IMPROVEMENT; FOR EXAMPLE, OFF-DUTY EDUCATION OPPORTUNITIES
- D 126 RECOMMEND OR APPROVE SELECTION OF PERSONNEL FOR SPECIAL OPPORTUNITIES, SUCH AS SCHOOLS, ASSIGNMENTS, OR CONFERENCES
- D 127 SOLICIT JOB-RELATED JAS, SUGGESTIONS, OR FEEDBACK FROM SUBORDINATES
- D 128 TAKE ACTIONS TO MAINTAIN OWN APPEARANCE STANDARDS, SUCH AS KEEPING PHYSICALLY FIT OR GETTING HAIRCUTS
- D 129 WRITE OR ENDORSE LETTERS OR MEMOS RECOGNIZING ACCOMPLISHMENTS OR PERFORMANCE
- E 130 ANALYZE SUBORDINATES' PERSONNEL PROBLEMS
- E 131 COORDINATE WITH OR REFER PERSONNEL TO OTHER AGENCIES TO HELP RESOLVE SUBORDINATES' PROBLEMS
- E 132 ESTABLISH UNIT OR SECTION GUIDELINES OR PROGRAMS TO ENCOURAGE PHYSICAL FITNESS OF PERSONNEL
- E 133 INITIATE OR PARTICIPATE IN SELF-HELP PROJECTS
- E 134 LISTEN TO OR ACT AS SOUNDING BOARD FOR UNSOLICITED IDEAS FROM SUBORDINATES
- E 135 MONITOR PHYSICAL WORKING CONDITIONS TO INSURE SAFETY OF SUBORDINATES
- E 136 TAKE ACTIONS TO MAINTAIN AWARENESS OF PERSONAL OR FAMILY SITUATION, OR QUALITY OF LIFE OF SUBORDINATES
- E 137 TAKE DIRECT ACTIONS TO RESOLVE SUBORDINATES' PROBLEMS, SUCH AS REARRANGING SCHEDULES OR FILLING IN ON THEIR DUTIES
- F 138 ADMINISTER OR SCOPE TRAINING EVALUATIONS SUCH AS PERFORMANCE OR WRITTEN TESTS
- F 139 APPLY INSTRUCTIONAL SYSTEM DEVELOPMENT (ISD) PROCESS IN DEVELOPING OR REVISING INSTRUCTION
- F 140 ARRANGE FOR SPECIALIZED TRAINING, SUCH AS NFA COURSES OR WORKSHOPS
- F 141 ATTEND EDUCATIONAL PROGRAMS OR PROFESSIONAL DEVELOPMENT COURSES DURING DUTY TIME

AF HUMAN RESOURCES LABORATORY  
AID FORCE SYSTEMS COMMAND

GPSMIA

SPC 001	SPC 002	SPC 003	SPC 004	SPC 005	SPC 006
17	15	24	35	49	76
7	5	10	26	37	66
19	21	26	42	59	73
19	13	19	32	45	74
52	49	51	59	65	84
32	29	36	48	61	76
42	46	59	62	71	79
53	60	70	72	80	90
35	36	44	53	59	74
40	41	48	58	66	81
35	28	32	42	57	65
22	16	26	45	60	81
36	38	44	61	67	80
73	78	81	83	86	93
27	25	35	53	69	90
30	35	35	43	58	68
28	26	31	35	48	63
11	8	13	17	24	34
25	24	28	39	44	49
39	41	52	65	78	89
30	36	39	47	55	66
25	28	32	44	58	71
27	29	38	53	63	69
8	18	24	16	9	4
4	8	12	11	6	3
14	13	21	26	26	25
44	37	36	37	30	38

29

29

## PCT MBRS PERF TASKS/DUTIES BY PAYGRADE GPS

TASK GROUP SUMMARY  
PERCENT MEMBERS PERFORMING

GPSM1A

AF HUMAN RESOURCES LABORATORY  
AIR FORCE SYSTEMS COMMAND

0Y-TSK

	SPC 001	SPC 002	SPC 003	SPC 004	SPC 005	SPC 006
F 142 ATTEND SCHEDULED TRAINING SESSIONS TO MAINTAIN JOB PROFICIENCY OR KNOWLEDGE	55	67	60	42	41	33
F 143 ATTEND SCHEDULED TRAINING SESSIONS TO MEET GENERAL MILITARY REQUIREMENTS, SUCH AS OPSEC OR HUMAN RELATIONS TRAINING	64	68	72	67	67	67
F 144 ATTEND SCHEDULED TRAINING SESSIONS TO UPGRADE JOB PROFICIENCY OR LEARN NEW SKILLS	51	57	54	34	31	26
F 145 CONDUCT FORMAL PERFORMANCE EVALUATIONS SUCH AS STANDARDIZATION EVALUATION, OR OPERATIONAL READINESS INSPECTIONS	6	8	18	11	15	13
F 146 CONDUCT FORMAL, SCHEDULED, JOB RELATED TRAINING OR INDOCTRINATION AT WORK UNIT LEVEL	10	22	24	20	18	9
F 147 CONDUCT INFORMAL, JOB RELATED TRAINING OR INDOCTRINATION AT WORK UNIT LEVEL	22	31	39	39	36	23
F 148 CONDUCT RECURRING, CONTINUATION, OR SPECIAL INTEREST ITEM TRAINING; FOR EXAMPLE, LIFE SUPPORT OR SECURITY TRAINING	21	26	27	23	21	11
F 149 DETERMINE TRAINING REQUIREMENTS FOR INDIVIDUALS	14	25	37	32	35	30
F 150 DETERMINE TRAINING REQUIREMENTS FOR UNITS	10	10	19	16	22	25
F 151 DEVELOP TRAINING EVALUATIONS, SUCH AS PERFORMANCE OR WRITTEN TESTS	6	12	17	15	12	7
F 152 DEVELOP TRAINING EXERCISES	8	11	15	15	12	13
F 153 DEVELOP TRAINING PROGRAMS	11	17	24	21	18	14
F 154 ESTABLISH TRAINING PERFORMANCE STANDARDS OR CRITERIA	6	10	12	14	13	12
F 155 EVALUATE EFFECTIVENESS OF TRAINING PROGRAMS	13	20	34	28	34	33
F 156 EVALUATE PROGRESS OF TRAINEES	17	25	32	29	30	21
F 157 MAINTAIN TRAINING RECORDS OR DOCUMENTATION	24	31	33	24	20	7
F 158 MONITOR OR REVIEW IMPLEMENTATION OF INSTRUCTIONAL SYSTEM DEVELOPMENT (ISD) PROGRAMS	3	5	8	9	8	7
F 159 MONITOR TRAINING PROGRESS OF ORGANIZATIONS, UNITS, OR SECTIONS	9	11	17	16	22	24
F 160 PERFORM FORMAL CONSULTATIVE VISITS, SUCH AS TECHNICAL ASSISTANCE OR STAFF VISITS	6	5	16	18	20	26
F 161 REVIEW OR EVALUATE TRAINING PROGRESS OF UNIT PERSONNEL	11	14	24	21	33	27
F 162 REVIEW TRAINING PERFORMANCE STANDARDS OR CRITERIA	9	13	21	18	22	21
F 163 REVIEW TRAINING REQUIREMENTS FOR INDIVIDUALS	19	23	34	28	32	25
F 164 REVIEW TRAINING REQUIREMENTS FOR UNITS	9	10	20	17	24	28
G 165 ASSIGN OR REASSIGN PERSONNEL TO WORK SECTIONS, CREWS, OR SPECIAL DUTIES	16	14	17	32	49	64
G 166 DETERMINE POSITIONS TO BE DELETED OR ADJUSTED DUE TO MANDATORY REDUCTIONS OR CHANGES	12	6	10	29	34	63
G 167 EVALUATE, OR MAKE RECOMMENDATIONS WHICH AFFECT, CIVILIAN GRADE AUTHORIZATIONS	4	5	8	20	33	61
G 168 EVALUATE, OR MAKE RECOMMENDATIONS WHICH AFFECT, MILITARY GRADE AUTHORIZATION	6	6	10	26	34	63
G 169 INTERVIEW CIVILIAN PERSONNEL FOR HIRING	6	4	7	21	35	60
G 170 INTERVIEW MILITARY PERSONNEL FOR POTENTIAL ASSIGNMENT	8	7	13	32	44	68
G 171 INTERVIEW OR CONTACT REFERENCES TO DETERMINE OR VERIFY PERSONNEL QUALIFICATIONS	6	3	9	19	34	50
G 172 INTERVIEW PERSONNEL FOR PLACEMENT, TRAINING, OR EVALUATION	7	5	12	21	30	43

AF HUMAN RESOURCES LABORATORY  
AIR FORCE SYSTEMS COMMAND

PCT MBRS PERF TASKS/DUTIES BY PAYG-ADE GPS

TASK GROUP SUMMARY  
PERCENT MEMBERS PERFORMING

CPMIA

	SPC 001	SPC 002	SPC 003	SPC 004	SPC 005	SPC 006
80						
G 173 MONITOR MANNING STATUS	20	14	12	39	59	76
G 174 SCREEN RECORDS OR DOCUMENTS TO DETERMINE QUALIFICATIONS OF PERSONNEL FOR SELECTION, PLACEMENT, OR REASSIGNMENT	7	7	14	32	47	66
G 175 SELECT PERSONNEL TO FILL VACANT OR NEW POSITIONS	9	7	13	32	46	66
G 176 SOLICIT OR IDENTIFY CANDIDATES TO FILL VACANT OR NEW POSITIONS	12	11	10	35	40	64
H 177 CONDUCT SELF-EVALUATION TO DETERMINE OWN PROFESSIONAL STRENGTHS OR WEAKNESSES	72	75	78	78	74	92
H 178 EVALUATE BEHAVIOR, PERSONALITY, OR DESIRES OF OTHERS TO DETERMINE BEST MEANS OF ACCOMPLISHING OBJECTIVES	34	42	48	60	66	93
H 179 EVALUATE CHARACTER OF OWN UNIT TO DETERMINE MOST EFFECTIVE WAY TO ACCOMPLISH OBJECTIVES	30	28	42	52	62	78
H 180 EVALUATE CIVILIAN PERSONNEL ON FACTORS SUCH AS JOB PERFORMANCE OR PROFESSIONAL QUALITIES	8	9	13	26	40	72
H 181 EVALUATE CONTRACTOR SERVICES OR PERFORMANCE	14	14	15	21	30	39
H 182 EVALUATE EXISTING EQUIPMENT, MATERIAL, OR FACILITIES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	33	34	43	51	57	64
81						
H 183 EVALUATE IMPACT OF OWN PERSONALITY OR ACTIONS ON OTHERS IN DUTY SITUATION	50	53	61	68	71	81
H 184 EVALUATE INSPECTION OR INVESTIGATION RESULTS	24	24	34	42	52	64
H 185 EVALUATE MILITARY PERSONNEL ON FACTORS SUCH AS JOB PERFORMANCE OR PROFESSIONAL QUALITIES	30	33	46	52	70	84
H 186 EVALUATE NEW OR MODIFIED MATERIALS, EQUIPMENT, OR FACILITIES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	23	23	34	39	46	56
H 187 EVALUATE NEW OR MODIFIED METHODS OR PROCEDURES TO DETERMINE SUITABILITY FOR MISSION PERFORMANCE	26	24	37	44	53	62
H 188 EVALUATE OR RESPOND TO INFORMAL SUGGESTIONS, RECOMMENDATIONS, OR IDEAS FROM OTHERS	46	45	60	63	72	80
H 189 EVALUATE OR RESPOND TO SUGGESTIONS UNDER AIR FORCE SUGGESTION PROGRAM (AF FORM 1000)	15	17	23	34	43	49
82						
H 190 EVALUATE OWN UNIT OR SECTION ACCOMPLISHMENT OF OBJECTIVES	24	23	33	48	61	74
H 191 EVALUATE UNIT COMPLIANCE WITH AIR FORCE OR COMMAND SPECIAL INTEREST ITEMS, SUCH AS ENERGY OR NEWCOMER PROGRAMS	15	12	20	28	41	53
H 192 EVALUATE USE OF EQUIPMENT, FACILITIES, OR MATERIALS	24	20	29	38	52	59
H 193 EVALUATE USE OF FUNDS	16	15	20	34	52	72
H 194 EVALUATE USE OF PERSONNEL	22	19	28	45	60	75
H 195 PERFORM PERIODIC SELF-INSPECTIONS OF SECTION OR UNIT	31	31	43	42	52	58
H 196 ASSIST OR PARTICIPATE IN FORMAL INVESTIGATIONS OR INQUIRIES	12	11	15	19	23	29
I 197 CONDUCT FORMAL INVESTIGATIONS, SUCH AS ACCIDENT, INCIDENT, OR REPORTS OF SURVEY	12	11	12	14	16	17
I 198 CONDUCT INFORMAL INVESTIGATIONS OF PROBLEMS, SUCH AS INCIDENTS OR COMPLAINTS	19	13	21	25	30	42
I 199 CONDUCT INVESTIGATIONS IN RESPONSE TO CONGRESSIONAL OR PRESIDENTIAL INQUIRIES	2	2	4	10	14	25
I 200 DETERMINE NEED, SCOPE, OR METHOD OF INSPECTIONS	9	7	9	13	10	28
I 201 INITIATE FORMAL INVESTIGATIONS, SUCH AS ACCIDENT, INCIDENT, OR REPORTS OF SURVEY	7	7	7	9	10	22

PERF TASKS/OUTLIES BY PAYGRADE GPS

TASK GROUP SUMMARY  
PERCENT MEMBERS PERFORMING

**YIMSA**

GY-TSK

I 202 INSPECT ADMINISTRATIVE FILLS OR RECORDS  
I 203 INSPECT BARACKS (DORMITORIES)  
I 204 INSPECT CURRENT UNIT ACTIVITIES OR PROCEDURES TO DETERMINE  
MISSION EFFECTIVENESS  
I 205 INSPECT FACILITIES OR EQUIPMENT  
I 206 INSPECT PERSONNEL  
I 207 INSPECT TECHNICAL FILLS OR RECORDS  
I 208 PERFORM SPECIAL ACTIONS TO PREPARE FOR INSPECTION BY

OUTSIDE AGENCIES  
J 209 COMPILE OR FORMULATE ALTERNATIVE METHODS OR PROCEDURES TO BE USED IN CURRENT ACTIVITIES  
J 210 COMPILE OR FORMULATE ALTERNATIVE METHODS OR PROCEDURES TO BE USED IN FUTURE OR LONG-TERM ACTIVITIES  
J 211 COORDINATE PLANS OR PROPOSALS WITH OTHERS TO OBTAIN CONCURRENCE, SUPPORT, OR TO PASS INFORMATION  
J 212 DETERMINE RESOURCES, SUCH AS FUNDS, FACILITIES, PERSONNEL, OR EQUIPMENT REQUIRED FOR FUTURE OR LONG-TERM ACTIVITIES  
J 213 DETERMINE RESOURCES, SUCH AS FUNDS, FACILITIES, PERSONNEL, OR EQUIPMENT REQUIRED FOR CURRENT ACTIVITIES  
J 214 DETERMINE THE APPROPRIATE INDIVIDUALS, SECTIONS, OR ORGANIZATIONS THAT REQUIRE COORDINATION ACTION  
J 215 ESTABLISH OR ADJUST MILESTONES OR SUSPENSES FOR CURRENT ACTIVITIES

J 216 ESTABLISH OR ADJUST MILESTONES OR SUSPENSES FOR FUTURE OR LONG-TERM ACTIVITIES

J 217 ESTABLISH OR ADJUST PRIORITIES FOR CURRENT ACTIVITIES

J 218 ESTABLISH OR ADJUST PRIORITIES FOR FUTURE OR LONG-TERM ACTIVITIES

J J 219 ESTABLISH PLANS TO MEET EMERGENCY OR UNFORESEEN SITUATIONS  
J J 220 ESTIMATE OR ASSESS IMPACT OF PROJECT ON OTHER UNITS, SEC-  
TIONS OR ORGANIZATIONS  
J J 221 ESTIMATE OR ASSESS IMPACT ON OWN UNIT OR SECTION OF PLANS  
OR PROJECTS PROPOSED BY OTHERS  
J J 222 IDENTIFY TASKS NECESSARY TO ACCOMPLISH OBJECTIVES FOR  
CURRENT ACTIVITIES  
J J 223 IDENTIFY TASKS NECESSARY TO ACCOMPLISH OBJECTIVES FOR  
FUTURE OR LONG-TERM ACTIVITIES  
J J 224 SCHEDULE PERSONNEL; FOR EXAMPLE, WORK, LEAVES, TOYS, OR  
TRAINING SCHEDULES

J 225 SCHEDULE UNIT ACTIVITIES, SUCH AS COMMANDER'S CALL,  
MOBILITY EXERCISES, OR SOCIAL EVENTS  
J 226 SELECT METHODS OR PROCEDURES TO BE USED IN CURRENT  
ACTIVITIES  
J 227 SELECT METHODS OR PROCEDURES TO BE USED IN FUTURE  
OR LONG-TERM ACTIVITIES  
J 228 SET OR ADJUST GOALS OR OBJECTIVES FOR CURRENT  
ACTIVITIES

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AF HUMAN RESOURCES LABORATORY  
AIR FORCE SYSTEMS COMMAND

PERFORMANCE TASKS/OUTCOMES BY PAGE NO. QPS

TASK GROUP SUMMARY  
PERCENT MEMBERS PERFORMING

NY-154

J 229 SET OR ADJUST GOALS OR OBJECTIVES FOR FUTURE OR LONG-TERM  
 ACTIVITIES  
 K 230 ALLOCATE OR DESIGNATE USE OF BUILDINGS OR FACILITIES  
 K 231 ALLOCATE TIME FOR TASKS OR PROJECTS  
 K 232 ALLOCATE REALLOCATE, OR DESIGNATE USE OF SUPPLIES OR  
 EQUIPMENT  
 K 233 ALLOCATE, REALLOCATE, OR DISTRIBUTE FUNDS  
 K 234 ANALYZE, ESTABLISH, OR ADJUST ORGANIZATIONAL STRUCTURES OF  
 SECTIONS, UNITS, OR ORGANIZATION;  
 K 235 ASSIGN EXACT TASKS OR DUTIES TO BE ACCOMPLISHED  
 K 236 ASSIGN RESPONSIBILITY FOR TASK ACCOMPLISHMENT TO PERSONNEL  
 K 237 DELEGATE AUTHORITY TO PERSONNEL FOR TASK ACCOMPLISHMENT  
 K 238 DESIGNATE WORKSPACE USE  
 K 239 DEVELOP, DETERMINE, OR REVISE OFFICE MANAGEMENT PROCEDURES  
 K 240 DIRECT SPECIFIC PROCEDURES TO BE FOLLOWED IN ACCOMPLISHING  
 TASKS  
 K 241 EXPRESS DESIRE'S EXPECTING THOSE SUBORDINATE IN RANK OR  
 POSITION WILL ACCOMPLISH TASKS  
 K 242 ISSUE DIRECT ORDERS TO PEERS TO ACCOMPLISH TASKS  
 K 243 ISSUE DIRECT ORDERS TO THOSE SUBORDINATE IN RANK OR  
 POSITION TO ACCOMPLISH TASKS  
 K 244 ISSUE DIRECT ORDERS TO THOSE SUPERIOR IN RANK OR POSITION  
 TO ACCOMPLISH TASKS  
 K 245 MONITOR, OBSERVE OR CHECK ON THOSE SUBORDINATE IN RANK  
 OR POSITION IN ACCOMPLISHMENT OF TASKS  
 K 246 OBTAIN AGREEMENT FROM PEERS ON TASKS TO BE DONE  
 K 247 OBTAIN AGREEMENT FROM THOSE SUBORDINATE IN RANK OR POSITION  
 ON TASKS TO BE DONE  
 K 248 OBTAIN AGREEMENT FROM THOSE SUPERIOR IN RANK OR POSITION  
 ON TASKS TO BE DONE  
 K 249 PERSUADE PEERS TO ACCOMPLISH TASKS  
 K 250 PERSUADE THOSE SUBORDINATE IN RANK OR POSITION TO  
 ACCOMPLISH TASKS  
 K 251 PERSUADE THOSE SUPERIOR IN RANK OR POSITION TO ACCOMPLISH  
 TASKS  
 K 252 USE POWER OF POSITION TO INFLUENCE PEERS TO ACCOMPLISH  
 TASKS  
 K 253 USE POWER OF POSITION TO INFLUENCE THOSE SUBORDINATE IN  
 RANK OR POSITION TO ACCOMPLISH TASKS  
 K 254 USE POWER OF POSITION TO INFLUENCE THOSE SUPERIOR IN RANK  
 OR POSITION TO ACCOMPLISH TASKS  
 L 255 ASSIGN APPROVAL OR AUTHORIZATION AUTHORITY TO PERSONNEL,  
 SECTIONS, OR UNITS  
 L 256 CLASSIFY, DECLASSIFY, OR RECOMMEND CLASSIFICATION OR  
 DECLASSIFICATION OF DOCUMENTS OR MATERIALS  
 L 257 COMPILE AND ORGANIZE INFORMATION TO FACILITATE OWN  
 DECISION MAKING

YIM:WIA

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B12

PCT MBRS PERF TASKS/DUTIES BY PAYGRADE GPS

TASK GROUP SUMMARY  
PERCENT MEMBERS PERFORMINGAF HUMAN RESOURCES LABORATORY  
AIR FORCE SYSTEMS COMMAND

GPSMIA

OY-TSM

L 256 COMPILE AND ORGANIZE INFORMATION TO FACILITATE DECISION MAKING OF OTHERS

L 259 CONTROL OR MANAGE CASH ACCOUNTS

L 260 CONTROL, PROCESS, OR DESTROY CLASSIFIED MATERIALS

L 261 COORDINATE ONGOING ACTIVITIES OR EVENTS WITH OTHER INDIVIDUALS, SECTIONS, OR ORGANIZATIONS

L 262 DETERMINE OR REEVALUATE THE NEED FOR PLANS, PROGRAMS, OR ACTIVITIES

L 263 DIRECT, CONTROL, OR SUPERVISE DISASTER PREPAREDNESS OR MOBILIZATION ACTIONS

L 264 DIRECT, CONTROL, OR SUPERVISE MOBILITY OR CRISES FUNCTIONS, SUCH AS COMMAND POST OR BATTLE STAFF AUGMENTATION

L 265 ESTABLISH CIVILIAN OVERTIME POLICY FOR UNIT OR SECTION

L 266 ESTABLISH PROCEDURES FOR REVIEWING OR ROUTING INFORMATION

L 267 ESTABLISH REQUIREMENTS, FORMATS, OR METHODS FOR ORAL OR WRITTEN REPORTS

L 268 INITIATE PERSONNEL ACTIONS, SUCH AS CLASSIFICATION, ASSIGNMENT OR SELECTION

L 269 MAINTAIN OFFICIAL ADMINISTRATIVE FILES OR RECORDS

L 270 MAINTAIN OFFICIAL FILE ON CIVILIAN PERSONNEL

L 271 MAINTAIN OFFICIAL TECHNICAL FILES OR RECORDS

L 272 MAINTAIN WORKING FILES OR RECORDS

L 273 MONITOR COMPLIANCE WITH AIR FORCE OR COMMAND SPECIAL INTEREST ITEMS, SUCH AS ENERGY OR NUCLEAR PROGRAMS

L 274 MONITOR CONTRACTOR SERVICE OR PERFORMANCE

L 275 MONITOR OR CONTROL CIVILIAN OVERTIME POLICY

L 276 MONITOR USE OF EQUIPMENT, FACILITIES, OR MATERIALS

L 277 MONITOR USE OF FUNDS

L 278 MONITOR USE OF PERSONNEL

L 279 RECOMMEND APPROVAL OR DISAPPROVAL OF REQUESTS FOR FACILITY CONSTRUCTION OR MODIFICATIONS

L 280 REVIEW OR CERTIFY TIME ACCOUNTING FORMS OR CARDS

L 281 REVIEW PROGRESS OF UNIT OR SECTION AGAINST ESTABLISHED MILESTONES

L 282 REVIEW SUSPENSES

L 283 REVIEW, APPROVE, OR DISAPPROVE PERSONNEL ACTIONS, SUCH AS CLASSIFICATION, ASSIGNMENT, OR SELECTION

L 284 REVIEW, APPROVE, OR DISAPPROVE PLANS OR PROPOSALS

L 285 REVIEW, APPROVE, OR DISAPPROVE REQUESTS FOR FUNDS

L 286 REVIEW, APPROVE, OR DISAPPROVE REQUESTS FOR GOODS OR SERVICES

L 287 REVIEW, EDIT, APPROVE, OR DISAPPROVE DIRECTIVES, SUCH AS REGULATIONS, ORDERS, OR POLICY LETTERS

L 288 REVIEW, EDIT, APPROVE, OR DISAPPROVE DOCUMENTS, SUCH AS STAFF SUMMARIES OR BACKGROUND PAPERS

L 289 REVIEW, EDIT, APPROVE, OR DISAPPROVE NONDIRECTIVE MATERIAL FOR PUBLICATIONS SUCH AS ARTICLES OR TECHNICAL REPORTS

SPC	SPC	SPC	SPC	SPC	SPC	SPC	SPC
001	002	003	004	005	006	007	008
31	29	44	56	62	61		
6	9	7	6	11	11		
25	24	22	26	30	18		
38	37	50	61	73	74		
22	23	38	52	64	72		
17	12	13	15	27	31		
8	10	10	17	24	34		
2	2	4	9	17	38		
14	10	18	35	45	56		
13	10	21	34	43	56		
7	4	10	24	32	41		
14	21	22	22	23	13		
5	4	10	17	24	24		
17	15	15	15	17	9		
19	37	49	53	46	31		
19	12	15	26	37	48		
16	11	13	16	26	34		
4	3	5	11	20	39		
27	18	25	35	45	51		
16	13	19	29	44	64		
21	17	29	42	58	69		
7	4	6	12	25	43		
7	6	12	23	37	60		
13	11	16	35	47	63		
22	20	29	47	60	64		
9	4	10	24	34	58		
14	11	22	37	57	72		
9	7	10	22	41	62		
12	8	10	22	39	53		
17	18	30	50	64	80		
10	8	21	41	57	79		
13	11	19	28	37	54		

B1

AF HUMAN RESOURCES LABORATORY  
AIR FORCE SYSTEMS COMMAND

PCT MORS DEF TASKS/DUTIES BY PAYGRADE GPO

TASK GROUP SUMMARY  
DEFICENT MEMBERS PERFORMING

GPMSIA

	SPC 001	SPC 002	SPC 003	SPC 004	SPC 005	SPC 006
L 290 REVIEW, EDIT, APPROVE, OR DISAPPROVE ORAL PRESENTATIONS, SUCH AS SPEECHES BRIFFINGS	12	11	24	38	55	74
L 291 REVIEW, EDIT, APPROVE, OR DISAPPROVE OUTGOING CORRESPONDENCE, SUCH AS LETTERS, MEMORANDA, OR REPORTS	11	23	19	60	74	86
L 292 SCREEN INCOMING CORRESPONDENCE TO DETERMINE APPROPRIATE ROUTING	20	17	24	46	51	52
L 293 SET UP OR IMPLEMENT RECALL PROCEDURES	18	15	19	29	40	41
M 294 COORDINATE WITH PERSONNEL AGENCIES ON CIVILIAN HANING ACTIONS	5	4	9	22	35	60
M 295 COORDINATE WITH PERSONNEL AGENCIES ON MILITARY HANING ACTIONS	11	9	15	32	53	70
M 296 PREPARE BUDGET ESTIMATES OR REQUESTS	14	10	17	29	40	32
M 297 PREPARE REQUESTS FOR CONTRACTUAL SERVICES	13	10	12	11	16	12
M 298 PREPARE REQUESTS FOR FACILITY CONSTRUCTION OR MODIFICATIONS	9	5	10	10	19	15
M 299 PREPARE REQUESTS FOR MANPOWER AUTHORIZATIONS	6	6	10	21	30	32
M 300 PREPARE REQUESTS FOR NONCONTRACTUAL SERVICES, SUCH AS GRAPHICS, DATA AUTOMATION, OR TRANSPORTATION	17	12	17	25	24	15
M 301 PREPARE REQUESTS FOR SUPPLIES OR EQUIPMENT	18	15	16	21	24	16
M 302 PREPARE REQUESTS FOR TEMPORARY RESOURCES SUCH AS HANING ASSISTANCE	7	10	17	22	25	
M 303 PREPARE REQUESTS TO OBTAIN MILITARY PERSONNEL WITH SPECIFIC QUALIFICATIONS	4	4	4	19	20	32
M 304 PREPARE REQUESTS TO OBTAIN CIVILIAN PERSONNEL	2	3	4	11	19	22
M 305 PROVIDE INPUTS TO BUDGET ESTIMATES OR REQUESTS	17	14	24	39	46	48
M 306 PROVIDE INPUTS TO MANPOWER DOCUMENTS, SUCH AS UNIT MANPOWER DOCUMENT	11	9	12	26	30	40
M 307 PROVIDE INPUTS TO REQUESTS FOR CONTRACTUAL SERVICES	14	8	12	14	21	20
M 308 PROVIDE INPUTS TO REQUESTS FOR FACILITY CONSTRUCTION OR MODIFICATIONS	11	7	10	18	24	26
M 309 PROVIDE INPUTS TO REQUESTS FOR MANPOWER AUTHORIZATIONS	11	7	14	28	37	43
M 310 PROVIDE INPUTS TO REQUESTS FOR MILITARY PERSONNEL WITH SPECIFIC QUALIFICATIONS	4	7	11	24	33	41
M 311 PROVIDE INPUTS TO REQUESTS FOR NONCONTRACTUAL SERVICES, SUCH AS GRAPHICS, DATA AUTOMATION, OR TRANSPORTATION	16	10	15	23	28	24
M 312 PROVIDE INPUTS TO REQUESTS FOR SUPPLIES OR EQUIPMENT	22	21	24	33	36	31
M 313 CONSULT WITH UNION REPRESENTATIVES ON POTENTIAL CHANGES IN WORK CONDITIONS, PROCEDURES, OR JOB REQUIREMENTS	2	2	2	3	7	16
M 314 COORDINATE WITH BASE OR UNIT EQUAL EMPLOYMENT OPPORTUNITY PERSONNEL ON EEO PROGRAMS	7	5	9	8	18	31
M 315 COORDINATE WITH CIVILIAN EMPLOYEES OR REPRESENTATIVES ON COMPLAINTS	4	4	7	12	14	39
M 316 COORDINATE WITH CIVILIAN PERSONNEL OFFICERS OR EMPLOYEE REPRESENTATIVES ON GRIEVANCES	3	2	6	8	13	30
M 317 HOST OR ESCORT VISITORS	34	41	51	55	62	75
M 318 INTERACT WITH LOCAL COMMUNITY REPRESENTATIVES ON AREAS OF BASE OR COMMUNITY PROBLEMS OR CONCERNS	4	9	13	14	21	35
M 319 LEAD MILITARY FORMATIONS, SUCH AS PARADES, RETREATS, OR INSPECTIONS	10	6	6	7	14	16



PCT MBRG PERF TASKS/DUTIES BY PAYGRADE GPS

TASK GROUP SUMMARY  
PERCENT MEMBERS PERFORMING

DY-TSK

- N 320 PARTICIPATE IN MILITARY FORMATIONS, SUCH AS PARADES, RETREATS, OR INSPECTIONS
- N 321 PARTICIPATE IN PROFESSIONAL CONFERENCES OR CONVENTIONS
- N 322 PUBLICIZE, ENCOURAGE, OR PARTICIPATE IN COMMUNITY ACTION PROJECTS, SUCH AS WELFARE OR DISASTER RELIEF PROJECTS
- N 323 RECOMMEND OR PROVIDE INPUTS TO LABOR UNION NEGOTIATION POSITIONS
- N 324 REPRESENT AIR FORCE, ORGANIZATION, OR UNIT IN COMMUNITY ACTIVITIES, SUCH AS BANQUETS, PARADES, OR CEREMONIES
- N 325 REPRESENT UNIT OR ORGANIZATION IN BASE SOCIAL OR CEREMONIAL FUNCTIONS, SUCH AS RETIREMENTS, LUNCHEONS, OR DINING-OUTS

RPSMIA

SPC	SPC	SPC	SPC	SPC	SPC	SPC	SPC	SPC	SPC
001	002	003	004	005	006	007	008	009	010
20	25	20	17	19	24				
20	21	16	48	54	76				
15	12	13	14	23	32				
0	1	2	1	5	13				
13	14	15	17	27	53				
29	29	28	36	47	68				

AF HUMAN RESOURCES LABORATORY  
AIR FORCE SYSTEMS COMMAND

APPENDIX C

SPECIFIC UTILIZATION FIELDS COMPRISING FOUR MAJOR  
UTILIZATION FIELD TYPES

SPECIFIC UTILIZATION FIELDS COMPRISING FOUR MAJOR UTILIZATION FIELD TYPES

RATED FIELDS: 10XX, 11XX, 12XX, 13XX, 14XX, 15XX, 22XX, and rated officers in duty AFSCs 0026, 0036, 0046, 0066, or 0910

SCIENTIFIC/TECHNICAL FIELDS: 25XX, 26XX, 27XX, 28XX, 30XX, 51XX, 55XX, and officers in duty identifier 0960

SUPPORT FIELDS: Officers holding nonrated positions in 00XX, 02XX, 03XX, 09XX, 16XX, 17XX, 18XX, 20XX, 23XX, 31XX, 40XX, 57XX, 60XX, 62XX, 64XX, 66XX, 67XX, 69XX, 70XX, 73XX, 74XX, 75XX, 79XX, 80XX, 81XX, 82XX, 87XX, 89XX, 90XX

MEDICAL FIELDS: 92XX, 93XX, 94XX, 95XX, 96XX, 97XX, 98XX, 99XX

APPENDIX D

MEAN RATINGS OF NEED FOR PROFESSIONAL MILITARY EDUCATION TOPICS BY PAYGRADE GROUPS  
(RATED ACCORDING TO NEED ON THE JOB AND NEED AS A PROFESSIONAL OFFICER)

MEAN RATINGS OF PROFESSIONAL MILITARY EDUCATION TOPICS BY PAYGRADE GROUPS  
(RATED ACCORDING TO "NEED ON THE JOB" [NOJ] AND "NEED AS A PROFESSIONAL OFFICER" [NAP])

PME TOPICS	MEAN RATING OF NEED ON THE JOB AND NEED TO KNOW AS A PROFESSIONAL OFFICER											
	0-1		0-2		0-3		0-4		0-5		0-6	
	NOJ	NAP	NOJ	NAP	NOJ	NAP	NOJ	NAP	NOJ	NAP	NOJ	NAP
<b>A. COMMUNICATIVE SKILLS</b>												
A0001 FORMAL MILITARY LETTER	4.5	5.9	4.4	5.5	4.4	5.5	5.4	6.0	5.3	5.8	5.7	6.0
A0002 PERSONAL MILITARY LETTER	3.5	5.2	3.4	4.9	3.3	4.6	3.8	4.8	4.0	4.8	4.7	5.3
A0003 MEMORANDUM FOR RECORD (MR)	3.6	5.0	3.7	4.8	3.8	4.8	4.8	5.3	4.8	5.1	5.0	5.5
A0004 OFFICIAL MEMORANDUM (INTER-OFFICE)	3.4	5.1	3.2	4.6	3.4	4.6	4.2	4.8	4.3	4.8	4.8	5.4
A0005 BACKGROUND/POSITION PAPER	3.0	4.6	2.8	4.4	3.1	4.4	4.3	4.9	4.7	5.2	5.4	5.9
A0006 BULLET BACKGROUND PAPER	2.2	3.9	1.9	3.5	2.3	3.6	3.3	4.1	3.6	4.2	4.5	5.3
A0007 STAFF SUMMARY SHEET	2.8	4.7	2.7	4.4	3.2	4.7	4.2	5.2	4.6	5.3	5.4	5.9
A0008 TALKING PAPER	3.1	5.0	2.9	4.7	3.2	4.6	4.2	5.2	4.6	5.3	5.6	6.0
A0009 POINT PAPER	2.5	4.0	2.3	4.1	2.7	4.2	3.7	4.7	4.1	4.9	5.1	5.8
A0010 INFORMATION BRIEF	3.3	5.2	3.2	4.9	3.1	4.6	3.5	4.7	3.8	4.8	4.6	5.3
A0011 MESSAGE	4.1	5.0	3.8	4.9	4.3	5.1	5.0	5.8	4.9	5.7	5.4	5.9
A0012 STAFF STUDY	2.5	4.7	2.5	4.6	2.7	4.5	3.1	4.5	3.0	4.3	3.5	4.8
A0013 TRIP REPORT	2.9	4.3	2.6	4.2	3.0	4.1	3.9	4.7	3.8	4.7	4.1	5.1
A0014 INFORMATIVE BRIEFING	4.5	5.9	4.7	5.7	4.7	5.6	5.3	5.9	5.4	5.9	6.1	6.3
A0015 ADVOCACY BRIEFING	2.6	4.6	2.5	4.3	2.8	4.3	3.6	4.6	3.7	4.8	4.7	5.4
A0016 STAFF BRIEFING	3.5	5.4	3.5	5.3	3.9	5.4	4.6	5.6	5.0	5.7	5.7	6.2
A0017 MANUSCRIPT BRIEFING	2.2	4.1	2.1	4.1	2.3	3.8	2.4	3.8	2.6	3.8	3.3	4.3
A0018 ANALYZING AUDIENCE	3.6	5.4	3.6	5.0	4.0	4.1	4.4	5.2	4.5	5.3	5.2	5.7
A0019 WRITING FOR THE BOSS	4.2	5.5	4.1	5.2	4.3	5.3	5.1	5.7	5.3	5.8	5.6	6.2
A0020 ANALYZING PURPOSE	4.3	5.5	4.1	5.2	4.5	5.5	5.2	5.7	5.3	5.8	5.8	6.0
A0021 ACTIVE WRITING	4.9	6.2	4.8	5.8	5.2	6.1	5.9	6.5	6.3	6.6	6.8	6.9
A0022 ORGANIZING TO COMMUNICATE	4.4	5.8	4.2	5.4	4.6	5.5	5.2	5.8	5.5	6.0	6.0	6.3
A0023 EDITING TECHNIQUES	4.4	5.6	4.3	5.1	4.7	5.5	5.3	5.6	5.5	5.8	6.0	6.0
A0024 PLANNING RESEARCH	3.9	5.4	3.5	4.8	3.7	4.9	3.9	4.8	3.7	4.5	4.1	4.9
A0025 GATHERING AND EVALUATING DATA	4.5	5.6	4.2	5.2	4.3	5.2	4.9	5.3	4.7	5.3	5.3	5.5
A0026 DOCUMENTATION	3.4	5.2	3.3	4.8	3.4	4.6	3.6	4.5	3.4	4.3	3.8	4.6
A0027 LOGICAL ANALYSIS	4.7	6.0	4.4	5.4	4.8	5.8	5.6	5.9	5.8	6.0	6.2	6.3
A0028 COMMUNICATION WITH THE SECRETARY	3.7	4.9	3.3	4.5	3.8	4.6	4.8	5.0	5.0	5.0	5.6	5.3
A0029 COORDINATION	4.8	5.8	4.4	5.2	4.8	5.6	5.7	6.0	5.7	5.9	6.2	6.2
A0030 EFFECTIVE READING	5.3	6.1	4.8	5.7	5.0	5.9	5.6	6.2	5.8	6.2	6.3	6.4
A0031 EFFECTIVE LISTENING	5.7	6.5	5.3	6.1	5.5	6.3	6.1	6.4	6.3	6.6	6.6	6.8
A0032 TECHNIQUES OF LOGICAL THINKING	5.4	5.9	5.2	5.6	5.3	5.9	5.7	6.0	6.0	6.1	6.4	6.4
A0033 TECHNIQUES OF CREATIVE THINKING	4.8	5.8	4.7	5.4	4.9	5.7	5.4	5.8	5.5	5.9	6.1	6.1
<b>B. GENERAL COMMAND AND MANAGEMENT</b>												
B0034 PRINCIPLES AND CONCEPTS OF COMMAND	3.7	5.3	3.7	5.0	3.9	5.0	4.3	5.2	4.5	5.3	5.4	5.8
B0035 EFFECTS OF MODERN TECHNOLOGY ON COMMAND	3.4	4.9	3.4	4.4	3.5	4.5	3.8	4.7	4.0	4.7	4.6	5.1
B0036 PERFORMANCE EVALUATION	4.4	6.4	5.0	6.2	5.0	6.5	5.3	6.4	5.6	6.4	6.5	6.7
B0037 ON-THE-JOB TRAINING (OJT)	4.6	5.6	4.6	5.3	4.5	5.5	4.4	5.4	4.5	5.4	4.9	5.3
B0038 SOCIAL ACTIONS PROGRAMS AND POLICIES	3.5	4.9	3.4	4.5	3.3	4.4	3.5	4.4	3.8	4.5	4.6	4.7
B0039 DRUG AND ALCOHOL ABUSE	3.5	5.1	3.5	4.6	3.3	4.5	3.3	4.4	3.6	4.6	4.2	4.7
B0040 INTERPERSONAL COMMUNICATIONS PROCESSES	5.3	6.1	5.2	5.6	5.3	5.9	5.6	5.8	5.6	5.9	5.9	5.8
B0041 CONFLICT MANAGEMENT TECHNIQUES	4.6	5.6	4.5	4.9	4.7	5.4	4.9	5.3	4.9	5.3	5.3	5.3
B0042 LEADERSHIP THEORY	4.6	5.7	4.8	5.3	4.9	5.7	5.1	5.6	5.4	5.9	5.8	6.0
B0043 FOLLOWERSHIP	4.4	5.3	4.3	4.9	4.5	5.3	4.6	5.2	4.8	5.4	5.1	5.5
B0044 MOTIVATION THEORY	4.9	5.9	5.0	5.5	5.1	5.8	5.2	5.7	5.5	5.9	5.8	6.0
B0045 LEADERSHIP TECHNIQUES	4.7	6.0	4.9	5.8	5.1	6.0	5.3	6.0	5.7	6.2	6.2	6.5
B0046 COUNSELING	4.4	5.9	4.5	5.7	4.7	5.8	4.8	5.5	5.3	5.9	5.7	5.8
B0047 HUMAN RELATIONS	5.0	5.9	5.1	5.7	5.3	5.9	5.5	5.9	5.8	6.2	6.1	6.2
B0048 MANPOWER PLANNING TECHNIQUES	3.9	5.1	3.7	4.7	3.7	4.8	4.2	4.7	4.4	4.8	4.8	4.8
B0049 MANAGEMENT BY OBJECTIVES (MBO)	3.4	4.7	3.3	4.2	3.0	4.1	3.4	4.0	3.4	4.0	3.9	4.1
B0050 MANAGEMENT DEVELOPMENT APPROACHES/TECHNIQUES	3.9	5.3	3.9	4.9	4.0	5.2	4.4	5.2	4.6	5.2	5.2	5.4
B0051 CHARACTERISTICS OF EFFECTIVE LEADERS/MANAGERS	3.8	4.9	3.7	4.6	3.8	4.5	3.7	4.4	4.0	4.7	4.5	4.9
B0052 DELEGATION TECHNIQUES	4.2	5.8	4.5	5.6	4.7	5.7	4.9	5.8	5.2	6.0	5.8	6.2
B0053 LONG-RANGE PLANNING TECHNIQUES	4.0	5.4	4.0	5.0	4.2	5.1	4.8	5.2	4.8	5.2	5.6	5.5
B0054 MAINTENANCE PLANNING AND CONTROL TECHNIQUES	3.6	5.0	3.6	4.5	3.9	4.7	4.2	4.8	4.1	4.6	4.6	4.9

		MEAN RATING OF NEED ON THE JOB AND NEED TO KNOW AS A PROFESSIONAL OFFICER											
		0-1		0-2		0-3		0-4		0-5		0-6	
PME TOPICS		NOJ	NAP	NOJ	NAP	NOJ	NAP	NOJ	NAP	NOJ	NAP	NOJ	NAP
B0055	SYSTEMS ANALYSIS PROCEDURES AND TECHNIQUES	2.8	4.1	2.6	3.7	2.6	3.6	3.1	3.7	2.9	3.8	3.5	4.1
B0056	MANAGEMENT INFORMATION SYSTEMS	3.7	4.9	3.5	4.5	3.5	4.5	4.3	4.8	4.3	4.8	4.7	5.0
B0057	ETHICAL CONSIDERATIONS IN LEADERSHIP	3.8	5.4	3.9	4.9	4.3	5.2	4.5	5.4	4.8	5.4	5.5	6.0
B0058	CONFERENCE AND COMMITTEE LEADERSHIP TECHNIQUES	4.0	5.2	3.9	4.9	4.2	5.1	4.9	5.3	5.1	5.4	5.8	5.7
B0059	TECHNIQUES OF PERSUASION	4.6	5.5	4.4	5.2	4.9	5.4	5.3	5.6	5.4	5.6	5.9	5.8
B0060	INTERVIEWING TECHNIQUES	3.6	5.0	3.4	4.7	3.9	4.8	3.9	4.7	4.3	4.9	4.8	5.0
B0061	TIME MANAGEMENT TECHNIQUES	4.7	5.9	4.6	5.5	5.1	5.8	5.4	5.8	5.3	5.7	5.6	5.8
B0062	GROUP DYNAMICS	4.1	5.2	3.9	4.9	4.2	5.2	4.4	5.2	4.6	5.3	5.2	5.4
B0063	LABOR-MANAGEMENT RELATIONS	2.2	3.6	2.2	3.6	2.4	3.5	2.2	3.4	2.5	3.4	3.1	3.8
B0064	JOB ENLARGEMENT/JOB ENRICHMENT PROCESSES	3.8	5.2	3.5	4.7	3.7	4.8	3.6	4.7	3.7	4.6	4.3	4.8
B0065	ORGANIZATION DEVELOPMENT STRATEGIES/TECHNIQUES	3.4	4.9	3.1	4.5	3.5	4.6	3.6	4.7	4.0	4.6	4.6	4.8
B0066	BASIC STATISTICS	2.9	4.0	2.8	3.8	2.8	3.8	3.3	3.7	3.1	3.6	3.6	3.8
B0067	INTERPRETATION AND USE OF STATISTICAL DATA	3.2	4.3	3.0	4.0	3.1	4.1	3.7	4.1	3.6	4.0	4.2	4.2
B0068	STATISTICAL DECISION THEORY	2.8	4.1	2.8	3.9	2.8	3.9	3.2	3.8	3.0	3.7	3.6	3.9
B0069	OPERATIONS RESEARCH TECHNIQUES	3.0	4.4	2.8	4.0	2.9	4.1	3.3	3.9	3.3	3.9	3.8	4.1
B0070	PROJECT MANAGEMENT TECHNIQUES	3.2	4.6	2.9	4.3	3.2	4.3	3.7	4.3	3.7	4.2	4.1	4.4
B0071	INTRODUCING CHANGE	4.2	5.3	4.2	5.1	4.6	5.3	4.8	5.3	5.0	5.2	5.3	5.3
B0072	LOGISTICS MANAGEMENT PRINCIPLES	3.1	4.6	3.0	4.5	3.3	4.5	3.7	4.5	3.6	4.3	4.3	4.6
B0073	PROCUREMENT MANAGEMENT PRINCIPLES	3.0	4.3	2.9	4.2	3.2	4.2	3.5	3.9	3.2	3.9	3.9	4.1
B0074	PROBLEM-SOLVING TECHNIQUES	4.7	5.8	4.5	5.5	5.0	5.7	5.3	5.7	5.2	5.6	5.7	5.3
B0075	COMPUTER HARDWARE MANAGEMENT	2.5	3.4	2.3	3.1	2.2	3.1	2.7	3.2	2.4	3.1	3.0	3.2
B0076	COMPUTER SOFTWARE MANAGEMENT	2.7	3.3	2.4	3.1	2.2	3.2	2.8	3.2	2.5	3.3	3.1	3.3
B0077	COMPUTER PROGRAMMING	2.9	3.6	2.6	3.3	2.3	3.2	2.9	3.3	2.5	3.3	2.9	3.3
B0078	COMPUTER SUPPORT	3.1	4.2	2.8	3.8	2.7	4.0	3.5	4.2	3.2	4.1	3.8	4.0
B0079	CIVILIAN PERSONNEL MANAGEMENT	2.7	4.6	2.8	4.4	2.7	4.2	3.3	4.4	3.7	4.5	4.9	4.7
B0080	DISCIPLINE AND MORALE OF MILITARY PERSONNEL	4.2	6.0	4.5	5.7	4.6	5.8	4.6	5.8	4.8	6.0	5.5	6.1
B0081	PREVENTION AND REDUCTION OF EXECUTIVE STRESS	3.4	5.0	3.5	4.7	3.7	4.9	4.1	4.9	4.4	4.9	4.8	4.9
B0082	EXECUTIVE PHYSICAL FITNESS	4.0	5.1	3.9	4.8	3.9	4.9	4.0	4.8	4.2	4.8	4.8	5.0
B0083	ENERGY MANAGEMENT	3.2	5.2	3.3	4.8	3.4	5.2	3.3	4.8	3.7	4.7	4.4	5.1

C. THE MILITARY PROFESSION, ENVIRONMENT AND MANAGEMENT

C0084	MILITARY PROFESSIONALISM. STATUS/DIRECTIONS	4.2	5.1	3.9	4.8	4.0	5.1	4.1	5.2	4.5	5.2	5.1	5.5
C0085	CIVIL-MILITARY RELATIONS	3.8	4.8	3.4	4.5	3.4	4.6	3.6	4.6	3.9	4.7	4.5	5.0
C0086	CAREER MOTIVATION	4.7	5.6	4.5	5.5	4.4	5.4	4.2	5.2	4.7	5.5	5.3	5.7
C0087	CAREER DEVELOPMENT	5.1	6.0	4.9	5.8	4.7	5.7	4.6	5.5	5.0	5.7	5.3	5.7
C0088	SOCIAL OBLIGATIONS	4.2	4.8	3.9	4.5	3.6	4.4	3.8	4.4	4.1	4.7	4.9	5.2
C0089	COMMUNITY RELATIONS	3.4	4.7	3.3	4.3	3.3	4.3	3.3	4.3	3.5	4.5	4.4	5.0
C0090	MILITARY ENTITLEMENTS AND BENEFITS	4.8	5.8	4.7	5.6	4.3	5.6	4.2	5.2	4.4	5.3	4.7	5.3
C0091	MANAGING FORCE EMPLOYMENT	2.9	4.6	2.8	4.3	2.9	4.2	3.2	4.3	3.3	4.3	4.0	4.6
C0092	PRINCIPLES OF MANAGEMENT	4.5	6.0	4.5	5.5	4.6	5.6	5.2	5.8	5.4	5.8	5.9	6.1
C0093	AF MANAGEMENT PROCESS	3.3	5.0	3.1	4.6	3.4	4.8	3.6	4.9	4.0	5.0	4.4	5.2
C0094	MILITARY JUSTICE SYSTEM	3.8	5.4	3.7	5.0	3.6	5.0	3.5	4.8	3.8	5.0	4.3	5.2
C0095	AIR BASE MANAGEMENT	2.6	4.3	2.6	4.0	2.6	4.1	2.7	4.0	3.1	4.3	3.4	4.5
C0096	ROLE OF THE NCO	4.1	5.9	4.2	5.5	4.0	5.8	4.1	5.7	4.1	5.8	4.7	5.9
C0097	MILITARY PERSONNEL ADMINISTRATION/MANAGEMENT	3.5	5.1	3.4	4.5	3.4	4.8	3.8	4.8	4.0	4.9	4.4	5.0
C0098	CIVILIAN PERSONNEL ADMINISTRATION/MANAGEMENT	2.6	4.3	2.5	4.1	2.4	4.1	3.0	4.0	3.3	4.2	4.1	4.3
C0099	MILITARY CUSTOMS, COURTESIES, AND CEREMONIES	3.8	4.9	3.6	4.6	3.5	4.5	3.4	4.5	3.6	4.7	4.3	5.2
C0100	SECURITY OF CLASSIFIED MIL. DOCUMENTS/EQPT.	5.1	6.2	4.8	5.5	4.5	5.8	5.1	6.0	4.9	5.7	4.9	5.8
C0101	CODE OF CONDUCT	3.8	5.3	3.8	5.0	3.6	4.9	3.3	4.9	3.6	4.9	3.9	5.4
C0102	DISASTER CONTROL	3.6	4.7	3.7	4.6	3.6	4.5	3.2	4.1	3.4	4.1	3.8	4.4
C0103	PERSONAL SURVIVAL UNDER EMERGENCY CONDITIONS	3.9	5.1	4.4	5.0	4.0	4.9	3.5	4.6	3.2	4.4	3.6	4.6
C0104	PERSONAL COMBATIVE MEASURES	2.6	4.0	2.7	3.7	2.5	3.7	2.2	3.4	2.0	3.2	2.1	3.3
C0105	COORDINATING, SPECIAL, AND PERSONAL STAFFS	2.6	3.9	2.5	3.9	2.8	4.0	3.3	4.2	3.5	4.2	4.1	4.7

MEAN RATING OF NEED ON THE JOB AND NEED TO KNOW  
AS A PROFESSIONAL OFFICER

PME TOPICS	0-1		0-2		0-3		0-4		0-5		0-6	
	NOJ	NAP	NOJ	NAP	NOJ	NAP	NOJ	NAP	NOJ	NAP	NOJ	NAP
C0106 ORGANIZATION AND FUNCTIONS OF US AIR FORCE	3.6	5.1	3.4	4.9	3.5	4.9	4.0	5.1	4.0	5.1	4.6	5.5
C0107 ORGANIZATION/FUNCTIONS OF HQ USAF (AIR STAFF)	2.9	4.3	2.8	4.2	3.0	4.3	3.6	4.6	3.8	4.6	4.4	5.1
C0108 ORGANIZATION AND FUNCTIONS OF OSD AND JCS	2.5	3.8	2.3	3.7	2.6	3.9	3.3	4.1	3.4	4.2	3.9	4.5
C0109 CENTRALIZED MGMT. OF COMMODITIES AND SERVICES	2.6	3.6	2.3	3.3	2.4	3.4	2.9	3.6	2.8	3.5	3.3	3.7
C0110 NONMILITARY AGENCIES WHICH AFFECT MIL OPS	2.5	3.6	2.2	3.3	2.3	3.4	2.7	3.4	2.6	3.5	3.2	3.7
C0111 ORG/FUNCTIONS OF EXECUTIVE/LEGISLATIVE BRANCHES	2.5	3.9	2.3	3.6	2.4	3.7	2.9	3.8	3.0	3.9	3.7	4.2
C0112 ORGANIZATION/FUNCTIONS OF ALLIED ARMED FORCES	2.6	3.9	2.5	3.5	2.6	3.6	3.0	3.6	2.8	3.5	3.1	3.8
C0113 AF MANPOWER AND PERSONNEL SYSTEMS OPERATIONS	2.9	4.2	2.8	3.8	3.0	4.3	3.4	4.3	3.8	4.4	4.2	4.5
C0114 AF INTELLIGENCE SYSTEMS OPERATIONS	2.7	3.9	2.4	3.6	2.6	3.6	2.8	3.7	2.7	3.7	3.1	3.9
C0115 AF LOGISTICS SYSTEMS OPERATIONS	2.5	3.8	2.4	3.6	2.6	3.7	3.1	3.9	3.2	3.9	3.9	4.2
C0116 AF INSPECTION SYSTEMS OPERATIONS	2.8	3.9	2.7	3.9	2.8	3.9	3.0	3.9	3.5	4.1	3.8	4.2
C0117 AF BUDGET SYSTEMS OPERATIONS	2.8	4.1	2.5	3.9	2.8	4.0	3.7	4.3	3.9	4.5	4.5	4.8
C0118 AF COMMUNICATION SYSTEMS OPERATIONS	3.0	3.8	2.8	3.7	2.8	3.7	3.0	3.8	3.0	3.7	3.2	3.9
C0119 PROCEDURES FOR ORGANIZING COMBAT/SUPPORT UNITS	2.3	3.6	2.2	3.4	2.1	3.6	2.5	3.6	2.4	3.6	2.9	3.9
C0120 PROCEDURES FOR EQUIPPING COMBAT/SUPPORT UNITS	2.2	3.5	2.0	3.3	2.1	3.5	2.5	3.6	2.5	3.6	3.0	3.8
C0121 PROCEDURES FOR TRAINING COMBAT/SUPPORT UNITS	2.2	3.4	2.2	3.4	2.2	3.4	2.7	3.6	2.6	3.7	3.1	4.0
C0122 PLANNING AND DIRECTING COMBAT/SUPPORT OPS	2.3	3.7	2.1	3.6	2.3	3.6	2.8	3.7	2.7	3.8	3.3	4.4
C0123 PROCEDURES FOR JOINT/COMBINED PLANNING AND OPS	2.3	3.6	1.9	3.3	2.3	3.6	1.7	3.7	1.8	3.6	3.1	4.1

D. MILITARY ENVIRONMENT/NATIONAL SECURITY

D0124 CONTEMPORARY INTERNATIONAL ENVIRONMENT	3.0	4.3	2.9	3.9	3.0	4.6	3.1	4.1	3.2	4.0	3.7	4.1
D0125 THE NATION-STATE	2.6	3.9	2.3	3.4	2.4	3.5	2.5	3.4	2.6	3.5	3.1	3.6
D0126 INTERNATIONAL POLITICO-ECONOMIC AFFAIRS	2.4	4.0	2.4	3.6	2.5	3.7	2.7	3.7	2.7	3.8	3.2	3.8
D0127 INTERNATIONAL RESOURCE PROBLEMS	2.1	3.8	2.1	3.4	2.3	3.5	2.4	3.6	2.4	3.6	3.0	3.7
D0128 DEMOCRACIES AND AUTHORITARIAN REGIMES	2.1	3.7	2.0	3.3	2.2	3.5	2.3	3.5	2.3	3.5	2.7	3.6
D0129 THE LAW OF ARMED CONFLICT	2.6	4.3	2.6	4.0	2.7	4.1	2.6	4.1	2.5	3.9	2.9	4.1
D0130 THE UNITED STATES AND WORLD AFFAIRS	2.7	4.5	2.6	4.1	2.7	4.2	2.8	4.3	2.8	4.3	3.5	4.4
D0131 NATURE OF BUREAUCRACY	2.9	4.3	2.7	4.0	3.0	4.0	3.4	4.2	3.5	4.1	4.0	4.2
D0132 EXECUTIVE INTERESTS AND NATIONAL SECURITY	2.4	3.9	2.2	3.6	2.5	3.7	2.8	3.9	3.0	3.9	3.6	4.2
D0133 CONGRESSIONAL INTERESTS AND NATIONAL SECURITY	2.4	3.8	2.3	3.6	2.4	3.7	2.9	4.0	3.0	3.9	3.8	4.3
D0134 MILITARY INTERESTS AND NATIONAL SECURITY	2.6	4.4	2.6	4.0	2.6	4.2	3.1	4.5	3.1	4.4	3.8	4.8
D0135 DOMESTIC POLITICS	2.2	3.8	2.5	3.6	2.2	3.6	2.5	3.8	2.6	3.7	3.1	3.9
D0136 INSTRUMENTS OF FOREIGN POLICY	2.3	4.1	2.2	3.7	2.4	3.9	2.6	4.1	2.6	4.0	3.1	4.2
D0137 BUREAUCRATIC POLITICS	2.2	3.8	2.1	3.4	2.3	3.6	2.5	3.9	2.8	3.7	3.1	4.0
D0138 CRISIS DECISIONMAKING	2.3	4.4	2.3	4.0	2.5	4.2	2.7	4.2	2.8	4.1	3.3	4.2
D0139 US FOREIGN POLICY OBJECTIVES	2.5	4.5	2.5	4.2	2.6	4.4	2.9	4.5	3.0	4.5	3.6	4.6
D0140 MILITARY TREATIES AND ALLIANCES	2.2	4.3	2.4	3.9	2.5	4.1	2.9	4.2	2.8	4.0	3.4	4.2
D0141 MILITARY ASSISTANCE	2.2	4.1	2.3	3.8	2.3	3.8	2.8	4.0	2.8	3.9	3.2	4.0
D0142 INSURGENCY AND INTERNATIONAL TERRORISM	2.5	4.2	2.5	3.9	2.6	4.1	2.7	4.3	2.7	4.2	3.3	4.4
D0143 SOVIET-AMERICAN RELATIONS	2.9	4.8	2.9	4.4	2.8	4.6	2.8	4.6	3.1	4.6	3.7	4.7
D0144 SOVIET POLITICO-ECONOMIC SYSTEMS	2.2	3.9	2.2	3.5	2.2	3.8	2.3	3.8	2.3	3.7	2.7	3.8
D0145 ECONOMETRICS	1.7	3.0	1.8	2.8	1.8	2.8	1.8	2.7	1.9	2.6	2.1	2.7
D0146 MACROECONOMIC THEORY	1.7	3.0	1.8	2.8	1.8	2.9	1.8	2.7	1.9	2.7	2.2	2.9
D0147 MICROECONOMIC THEORY	1.8	3.0	1.8	2.9	1.9	2.9	1.8	2.8	2.0	2.8	2.2	2.9
D0148 PLANNING, PROGRAMMING, AND BUDGETING SYSTEM	2.7	4.2	2.5	3.8	2.4	4.1	3.5	4.4	3.9	4.5	4.5	5.2

MEAN RATING OF NEED ON THE JOB AND NEED TO KNOW  
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PME TOPICS	0-1		0-2		0-3		0-4		0-5		0-6	
	NOJ	NAP	NOJ	NAP	NOJ	NAP	NOJ	NAP	NOJ	NAP	NOJ	NAP
D0149 WEAPON SYSTEMS ACQUISITION PROCESS	2.5	3.7	2.4	3.5	2.6	3.7	3.2	4.1	3.2	4.0	3.7	4.3
D0150 MISSION AREA ANALYSIS	2.7	4.3	2.7	4.0	2.8	4.1	3.3	4.3	3.5	4.2	4.0	4.5
D0151 COMPARATIVE ECONOMIC SYSTEMS	1.7	3.2	1.8	3.0	1.7	3.1	1.8	3.1	1.9	3.1	2.2	3.2
D0152 USSR FOREIGN POLICY FORMULATION	2.3	4.0	2.2	3.6	2.2	3.1	2.3	3.8	2.2	3.6	2.6	3.8
D0153 US-EAST EUROPEAN RELATIONS	2.2	3.9	2.1	3.6	2.1	3.7	2.4	3.9	2.3	3.6	2.7	3.9
D0154 US-WESTERN EUROPEAN RELATIONS	2.2	4.0	2.2	3.6	2.2	3.9	2.7	4.1	2.6	4.0	3.0	4.1
D0155 US-MIDDLE EASTERN RELATIONS	2.3	4.2	2.3	3.9	2.4	4.0	2.6	4.2	2.7	4.1	3.2	4.3
D0156 SINO-AMERICAN RELATIONS	2.2	4.1	2.2	3.8	2.3	3.9	2.3	4.1	2.4	3.9	2.8	4.1
D0157 CHINESE POLITICO-ECONOMIC SYSTEMS	1.9	3.6	1.8	3.3	1.9	3.5	1.8	3.5	2.0	3.3	2.3	3.5
D0158 CHINESE FOREIGN POLICY FORMULATION	2.0	3.7	1.9	3.4	1.9	3.6	1.9	3.6	2.0	3.4	2.4	3.6
D0159 US-ASIAN RELATIONS	2.1	3.8	2.0	3.6	2.1	3.7	2.0	3.9	2.2	3.7	2.8	3.9
D0160 US-AFRICAN RELATIONS	1.9	3.7	1.8	3.4	2.0	3.6	2.0	3.7	2.1	3.5	2.6	3.7
D0161 US-LATIN AMERICAN RELATIONS	1.9	3.7	1.8	3.4	1.9	3.6	1.9	3.8	2.1	3.5	2.4	3.7
D0162 ARMS CONTROL	2.3	4.1	2.2	3.8	2.2	3.9	2.3	3.9	2.5	3.8	2.8	3.8
D0163 US NATIONAL OBJECTIVES	2.6	4.8	2.5	4.3	2.6	4.6	2.9	4.8	3.2	4.6	3.8	5.0
D0164 US NATIONAL SECURITY POLICY	2.7	4.7	2.5	4.3	2.5	4.4	2.8	4.7	3.1	4.6	3.6	4.8
D0165 SOVIET AND PRC THREAT	2.8	4.8	2.7	4.4	2.9	4.5	3.0	4.8	3.0	4.6	3.6	4.8
D0166 FREE WORLD VULNERABILITY	2.6	4.6	2.5	4.2	2.6	4.5	2.8	4.8	3.0	4.6	3.5	4.7
D0167 FORMULATION OF US NATIONAL SECURITY POLICY	2.3	4.3	2.3	3.9	2.3	4.1	2.4	4.2	2.6	4.1	3.1	4.4
D0168 INFLUENCE OF SCI/TECH IN US NATL SECURITY POLICY	2.4	4.2	2.3	3.9	2.4	3.9	2.6	4.2	2.7	3.9	3.2	4.3
D0169 US NATIONAL SECURITY STRATEGIES	2.3	4.1	2.2	3.7	2.2	4.0	2.3	4.1	2.5	3.9	2.9	4.3
D0170 US MILITARY CONCEPTS AND FUTURE NATL SECURITY	2.2	4.1	2.1	3.8	2.1	3.9	2.5	4.2	2.6	4.2	3.0	4.3
D0171 COLLECTIVE DEFENSE ARRANGEMENTS	2.1	3.9	2.1	3.6	2.1	3.7	2.4	3.9	2.5	3.8	2.8	4.0
D0172 ELEMENTS OF NATIONAL POWER	2.0	3.9	2.0	3.6	2.0	3.8	2.3	4.0	2.4	4.0	2.8	4.3
D0173 IMPACT OF DIFFUSION OF POWER	1.8	3.5	1.8	3.2	1.8	3.4	2.0	3.7	2.1	3.6	2.4	3.7
D0174 IMPACT OF INTERDEPENDENCE	1.7	3.5	1.8	3.2	1.8	3.5	2.1	3.8	2.2	3.6	2.5	3.7
D0175 TRANSNATIONAL ORGANIZATIONS	1.8	3.4	1.8	3.1	1.9	3.5	1.9	3.6	2.1	3.4	2.4	3.5
D0176 PROBLEMS OF EMERGING NATIONS	1.8	3.5	1.8	3.2	1.9	3.4	1.9	3.5	2.0	3.5	2.4	3.6
D0177 TRENDS IN CONFLICT AND COOPERATION	1.9	3.7	1.9	3.5	2.0	3.5	2.1	3.8	2.1	3.6	2.6	3.8
D0178 ORGANIZATION AND ROLE OF THE UNITED NATIONS	1.8	3.4	1.8	3.3	1.8	3.2	1.8	3.3	1.8	3.2	2.1	3.4
D0179 FACTORS WHICH INFLUENCE THE INTENSITIES OF WAR	2.3	4.3	2.3	3.9	2.2	3.9	2.3	4.1	2.4	4.0	2.9	4.2
D0180 INTERNATIONAL RELATIONS AND JOINT/COMBINED OPS	1.9	3.6	1.9	3.4	2.0	3.6	2.3	3.8	2.4	3.7	2.8	3.9
D0181 DETENTE	2.1	3.9	2.2	3.8	2.1	3.6	2.0	3.6	2.2	3.5	2.5	3.6
D0182 RELATION OF US ECONOMY TO MILITARY PROGRAMS	2.3	4.3	2.3	4.1	2.4	4.3	2.7	4.4	3.0	4.5	3.4	4.6
<b>E. MILITARY EMPLOYMENT</b>												
E0183 AIRPOWER HISTORY	1.9	3.5	2.0	3.3	2.1	3.4	2.1	3.8	2.3	3.8	2.8	4.3
E0184 DOD HISTORY	1.9	3.4	1.9	3.1	2.0	3.2	1.9	3.5	2.1	3.4	2.5	3.8
E0185 DOD ORGANIZATION	2.5	4.0	2.2	3.8	2.5	4.1	3.0	4.4	3.2	4.2	3.7	4.7
E0186 MILITARY STRATEGY AND DOCTRINE	2.2	4.3	2.2	3.9	2.2	4.2	2.4	4.3	2.5	4.1	3.0	4.6
E0187 EVOLUTION OF MILITARY STRATEGY	1.9	3.7	1.9	3.4	2.0	3.7	2.1	3.8	2.3	3.7	2.6	4.1
E0188 NATIONAL SECURITY STRATEGY	2.2	4.3	2.2	4.0	2.2	4.2	2.4	4.5	2.6	4.3	3.0	4.7
E0189 MILITARY STRATEGY	2.3	4.5	2.3	4.1	2.3	4.3	2.6	4.7	2.6	4.4	3.1	4.8
E0190 NUCLEAR STRATEGY	2.5	4.6	2.5	4.4	2.6	4.4	2.5	4.5	2.5	4.2	3.1	4.7
E0191 US MILITARY DOCTRINE	2.2	4.4	2.1	3.9	2.2	4.1	2.3	4.2	2.5	4.0	2.9	4.4
E0192 PRINCIPLES OF WAR	2.0	4.1	2.0	3.7	2.2	3.9	2.2	4.2	2.3	4.0	2.8	4.3
E0193 USAF BASIC DOCTRINE	2.5	4.9	2.4	4.4	2.6	4.6	2.6	4.7	2.8	4.5	3.3	5.1
E0194 US ARMY DOCTRINE	1.6	3.2	1.8	3.0	1.8	3.2	2.0	3.3	2.0	3.2	2.4	3.5
E0195 US NAVY DOCTRINE	1.6	3.2	1.8	3.0	1.7	3.2	1.9	3.2	1.9	3.1	2.3	3.4
E0196 US MARINE DOCTRINE	1.6	3.2	1.7	2.9	1.7	3.1	1.8	3.2	1.9	3.1	2.2	3.4
E0197 JOINT DOCTRINE	1.9	3.9	2.1	3.6	2.1	3.9	2.4	4.1	2.5	4.0	2.9	4.3
E0198 SOVIET MILITARY TACTICAL DOCTRINE	2.3	4.3	2.4	3.8	2.4	4.0	2.5	4.2	2.5	4.1	2.9	4.3
E0199 SOVIET MILITARY TACTICAL PLANNING	2.4	4.2	2.4	3.7	2.4	3.9	2.5	4.0	2.4	3.9	2.8	4.1
E0200 SOVIET MILITARY STRATEGIC DOCTRINE	2.4	4.4	2.5	3.9	2.3	4.0	2.4	4.2	2.4	4.0	2.9	4.3
E0201 SOVIET MILITARY DOCTRINE	2.3	4.3	2.3	3.8	2.3	3.9	2.3	4.1	2.3	4.0	2.7	4.3
E0202 SOVIET MILITARY MIND-SET	2.2	4.0	2.0	3.6	2.1	3.6	2.3	3.8	2.2	3.8	2.6	4.0



MEAN RATING OF NEED ON THE JOB AND NEED TO KNOW  
AS A PROFESSIONAL OFFICER

PME TOPICS	0-1		0-2		0-3		0-4		0-5		0-6	
	NOJ	NAP	NOJ	NAP	NOJ	NAP	NOJ	NAP	NOJ	NAP	NOJ	NAP
E0203 GENERAL PURPOSE FORCE STRUCTURE	2.1	4.1	2.0	3.8	2.3	4.0	2.7	4.3	2.8	4.2	3.2	4.6
E0204 SCHOOLS OF STRATEGY	1.8	3.9	1.8	3.4	1.8	3.8	2.0	3.7	2.1	3.6	2.4	3.8
E0205 APPROACHES TO STRATEGY	1.8	3.8	1.8	3.4	1.8	3.7	1.9	3.6	2.0	3.6	2.3	3.8
E0206 STRUCTURE/OBJECTIVES OF AF ORGANIZATIONS	2.7	4.8	2.4	4.3	2.7	4.5	3.0	4.7	3.4	4.8	3.8	5.3
E0207 COMMAND RESPONSIBILITIES AND RELATIONSHIPS	2.5	4.5	2.3	4.2	2.6	4.4	3.1	4.8	3.5	4.8	3.9	5.2
E0208 COMMAND ORGANIZATION	2.5	4.4	2.3	4.1	2.6	4.3	3.0	4.7	3.5	4.8	3.8	5.2
E0209 TOTAL FORCE CAPABILITIES	2.1	4.2	2.2	3.8	2.2	4.0	2.4	4.2	2.8	4.2	3.2	4.6
E0210 TACTICAL ROLES AND MISSIONS	2.3	4.3	2.4	3.9	2.6	4.2	3.0	4.6	3.1	4.5	3.4	4.8
E0211 USAF TACTICAL MISSIONS	2.5	4.5	2.6	4.1	2.7	4.3	3.2	4.7	3.2	4.6	3.6	5.1
E0212 SOVIET TACTICAL CAPABILITIES	2.5	4.3	2.6	3.9	2.6	4.2	2.8	4.5	2.7	4.4	3.1	4.7
E0213 US MILITARY TECHNOLOGICAL DEVELOPMENTS	2.8	4.5	2.6	4.1	2.7	4.2	3.3	4.6	3.3	4.4	3.7	4.7
E0214 USSR MILITARY TECHNOLOGICAL DEVELOPMENTS	2.7	4.4	2.4	4.0	2.6	4.0	3.0	4.4	2.8	4.2	3.3	4.5
E0215 COMMUNIST BLOC MILITARY TECH DEVELOPMENTS	2.5	4.2	2.4	3.9	2.4	3.9	2.7	4.1	2.6	3.9	3.0	4.2
E0216 RED CHINESE MILITARY TECH DEVELOPMENTS	2.4	4.1	2.3	3.8	2.3	3.9	2.4	4.1	2.4	3.8	2.8	4.1
E0217 NORTH KOREAN MILITARY TECH DEVELOPMENTS	2.1	3.6	2.0	3.3	2.0	3.3	2.1	3.5	2.1	3.3	2.4	3.5
E0218 USAF TACTICAL COMBAT CAPABILITIES	2.7	4.6	2.5	4.1	2.7	4.4	3.3	4.8	3.2	4.7	3.7	5.1
E0219 US ARMY ORGANIZATION/FUNCTIONS/CAPABILITIES	1.8	3.5	2.0	3.1	2.0	3.3	2.4	3.7	2.4	3.5	2.7	3.8
E0220 US NAVY ORGANIZATION/FUNCTIONS/CAPABILITIES	1.8	3.4	1.8	3.1	1.9	3.3	2.2	3.6	2.3	3.4	2.5	3.7
E0221 US MARINE ORGANIZATION/FUNCTIONS/CAPABILITIES	1.7	3.4	1.8	3.2	1.9	3.3	2.1	3.6	2.2	3.3	2.4	3.7
E0222 TACTICAL COMMAND AND CONTROL	2.5	4.2	2.5	3.8	2.6	4.0	3.2	4.4	3.2	4.5	3.5	4.6
E0223 SPECIAL OPERATIONS	2.0	3.6	2.0	3.4	2.2	3.7	2.3	3.9	2.5	3.8	2.8	4.0
E0224 CHEMICAL OPERATIONS	2.6	4.3	2.7	3.9	2.7	4.2	2.7	4.3	2.6	4.0	3.0	4.2
E0225 STRATEGIC MOBILITY	2.5	4.3	2.4	3.9	2.4	4.2	2.9	4.4	3.0	4.3	3.5	4.7
E0226 US PACIFIC FORCES	1.9	3.9	2.1	3.7	2.3	3.8	2.3	4.1	2.6	4.0	3.0	4.3
E0227 US EUROPEAN FORCES	2.2	4.1	2.4	3.8	2.4	4.0	3.1	4.3	3.1	4.3	3.4	4.6
E0228 NATO ALLIANCE	2.2	4.2	2.3	3.9	2.4	4.0	3.0	4.4	2.9	4.2	3.3	4.5
E0229 NATO MILITARY CAPABILITIES	2.2	4.3	2.4	4.0	2.4	4.1	2.9	4.4	2.9	4.3	3.2	4.6
E0230 NATO DOCTRINE	2.1	4.2	2.2	3.9	2.2	3.9	2.7	4.1	2.7	4.0	3.0	4.4
E0231 NATO LOGISTICS READINESS	2.0	3.8	2.1	3.5	2.1	3.7	2.6	3.9	2.5	3.7	3.0	4.0
E0232 JOINT OPERATION PLANNING PROCESS/SYSTEM	1.8	3.7	2.0	3.4	2.1	3.7	2.6	4.0	2.5	3.8	2.8	4.0
E0233 JOINT CAPABILITY AND EMPLOYMENT	1.9	3.9	1.9	3.5	2.0	3.7	2.4	3.9	2.4	3.8	2.8	4.1
E0234 INTELLIGENCE	2.4	4.2	2.4	4.0	2.4	4.0	2.8	4.3	2.7	4.2	3.1	4.4
E0235 TACTICAL THEATER WARFARE	2.1	4.0	2.2	3.7	2.2	3.9	2.7	4.3	2.7	4.2	3.1	4.4
E0236 THEATER NUCLEAR WARFARE	2.3	4.3	2.5	4.1	2.3	4.0	2.5	4.3	2.5	4.2	2.9	4.5
E0237 FUTURE TACTICAL CAPABILITIES	2.2	4.1	2.3	3.8	2.3	4.0	2.7	4.3	2.8	4.2	3.0	4.3
E0238 US STRATEGIC OBJECTIVES	2.2	4.5	2.4	4.2	2.4	4.4	2.5	4.6	2.7	4.6	3.3	4.8
E0239 STRATEGIC FORCE PLANNING OBJECTIVES	2.1	4.1	2.2	4.0	2.2	4.1	2.3	4.4	2.5	4.2	3.1	4.6
E0240 STRATEGIC OFFENSIVE FORCES	2.1	4.3	2.4	4.0	2.4	4.3	2.5	4.4	2.7	4.4	3.2	4.6
E0241 US DEFENSIVE FORCES	2.3	4.4	2.4	4.1	2.4	4.3	2.6	4.5	2.8	4.3	3.3	4.6
E0242 NUCLEAR STRATEGIC TARGETING	2.1	4.1	2.4	3.9	2.4	4.0	2.1	4.0	2.2	3.8	2.7	4.0
E0243 STRATEGIC NONNUCLEAR OPERATIONS	2.2	4.2	2.2	3.9	2.4	4.2	2.4	4.2	2.5	4.2	3.0	4.4
E0244 SPACE OPERATIONS	2.5	4.2	2.1	3.8	2.2	4.1	2.4	4.2	2.4	4.2	3.0	4.5
E0245 FUTURE SPACE STRATEGIES	2.5	4.3	2.1	3.8	2.1	4.1	2.4	4.2	2.3	4.2	3.1	4.5
E0246 RECONNAISSANCE OPERATIONS	2.4	4.1	2.3	3.9	2.5	4.0	2.7	4.2	2.7	4.2	3.1	4.5
E0247 STRATEGIC COMMAND AND CONTROL	2.3	4.1	2.5	3.9	2.7	4.2	2.8	4.4	2.8	4.3	3.3	4.6

APPENDIX E

LISTING, FOR EACH PAYGRADE, OF THE PME CURRICULUM TOPICS  
RATED HIGHEST

THIS REPORT LISTS MEAN "NEED" RATINGS OF 0-1'S AS TO THEIR "NEED ON THE JOB"  
FOR PME CURRICULUM TOPICS.

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A 31	EFFECTIVE LISTENING--HOW TO LISTEN ACTIVELY AND TO AVOID THE EFFECTS OF COMMON DISTRACTORS	5.73
A 32	TECHNIQUES OF LOGICAL THINKING	5.38
A 30	EFFECTIVE READING--TECHNIQUES FOR IMPROVING READING SPEED AND COMPREHENSION	5.34
B 40	INTERPERSONAL COMMUNICATIONS PROCESSES--BARRIERS TO EFFECTIVE COMMUNICATION AND HOW TO OVERCOME THEM	5.27
C 100	SECURITY OF CLASSIFIED MILITARY DOCUMENTS AND EQUIPMENT--IMPORTANCE OF AND PROCEDURES FOR SECURING AND MAINTAINING CLASSIFIED INFORMATION AND EQUIPMENT	5.12
C 87	CAREER DEVELOPMENT--KNOW THE GENERAL STRUCTURE AND CAREER PROGRESSION PATTERNS COMMON TO MOST AIR FORCE CAREER FIELDS, INCLUDING THE AIR FORCE PERSONNEL SYSTEM AND EDUCATION OPPORTUNITIES	5.06
B 47	HUMAN RELATIONS--WHY PEOPLE BEHAVE AS THEY DO IN WORK SITUATIONS AND HOW TO EFFECTIVELY HANDLE PEOPLE PROBLEMS WHEN THEY ARISE	4.99
B 44	MOTIVATION THEORY--HUMAN FACTORS AFFECTING PERFORMANCE	4.86
A 21	ACTIVE WRITING--MAKING IT DYNAMIC, DIRECT, SIMPLE, AND CLEAR	4.85
A 29	COORDINATION--PROCESS TO INSURE AGREEMENT AND/OR DISSEMINATION OF INFORMATION AMONG APPROPRIATE AGENCIES	4.83
C 90	MILITARY ENTITLEMENTS AND BENEFITS--KEY ELEMENTS OF THE AIR FORCE PAY, LEAVE, ALLOWANCE, AND BENEFITS SYSTEMS FOR OFFICER AND ENLISTED PERSONNEL	4.83
A 33	TECHNIQUES OF CREATIVE THINKING	4.78
B 45	LEADERSHIP TECHNIQUES--PUTTING THEORY INTO PRACTICE	4.73
B 61	TIME MANAGEMENT TECHNIQUES--HOW TO ACCOMPLISH THE MOST PRODUCTION POSSIBLE IN THE TIME AVAILABLE	4.73
B 74	PROBLEM-SOLVING TECHNIQUES--HOW TO IDENTIFY, GATHER DATA FOR, AND SELECT APPROPRIATE SOLUTIONS TO, VARIOUS PROBLEMS	4.70
A 27	LOGICAL ANALYSIS--ORGANIZE IDEAS TO SUPPORT MAJOR POINTS	4.68
C 86	CAREER MOTIVATION--THE VALUES AND CONCEPTS NECESSARY TO PROFESSIONAL COMMITMENT TO A MILITARY CAREER	4.68
B 42	LEADERSHIP THEORY--ALTERNATIVE THEORIES FOR GUIDING, MOTIVATING, AND DIRECTING PERSONNEL UNDER VARIOUS SITUATIONAL CONDITIONS	4.64
B 37	ON THE JOB TRAINING (OJT)--HOW PEOPLE LEARN ON THE JOB	4.62
B 59	TECHNIQUES OF PERSUASION--HOW TO "SELL" YOUR POSITION	4.62
B 41	CONFLICT MANAGEMENT TECHNIQUES--THE CAUSES OF CONFLICT IN WORK GROUPS AND TECHNIQUES FOR CONFLICT RESOLUTION	4.55
C 92	PRINCIPLES OF MANAGEMENT	4.51
A 1	FORMAL MILITARY LETTER	4.50
A 14	INFORMATIVE BRIEFING	4.48

PHE TOPIC NEED RATINGS - 0-1  
THIS REPORT LISTS MEAN "NLEO" RATINGS OF 0-1'S AS TO THEIR "NEED AS A PROFESSIONAL OFFICER" FOR PHE CURRICULUM TOPICS.

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D	TSK	TITLES	
	F 278	EFFECTIVE LISTENING--HOW TO LISTEN ACTIVELY AND TO AVOID THE EFFECTS OF COMMON DISTRACTORS	6.51
	G 283	PERFORMANCE EVALUATION--HOW TO EVALUATE THE PERFORMANCE AND QUALIFICATIONS OF SUBORDINATES IN THEIR JOBS	6.38
	F 268	ACTIVE WRITING--MAKING IT DYNAMIC, DIRECT, SIMPLE, AND CLEAR	6.24
	H 347	SECURITY OF CLASSIFIED MILITARY DOCUMENTS AND EQUIPMENT--IMPORTANCE OF AND PROCEDURES FOR SECURING AND MAINTAINING CLASSIFIED INFORMATION AND EQUIPMENT	6.19
	F 277	EFFECTIVE READING--TECHNIQUES FOR IMPROVING READING SPEED AND COMPREHENSION	6.07
	G 287	INTERPERSONAL COMMUNICATIONS PROCESSES--BARRIERS TO EFFECTIVE COMMUNICATION AND HOW TO OVERCOME THEM	6.05
	G 327	DISCIPLINE AND MORALE OF MILITARY PERSONNEL--TECHNIQUES TO USE IN IDENTIFICATION AND RESOLUTION OF MORALE AND DISCIPLINE PROBLEMS	5.99
	G 292	LEADERSHIP TECHNIQUES--PUTTING THEORY INTO PRACTICE	5.96
	H 334	CAREER DEVELOPMENT--KNOW THE GENERAL STRUCTURE AND CAREER PROGRESSION PATTERNS COMMON TO MOST AIR FORCE CAREER FIELDS, INCLUDING THE AIR FORCE PERSONNEL SYSTEM AND EDUCATION OPPORTUNITIES	5.96
	F 274	LOGICAL ANALYSIS--ORGANIZE IDEAS TO SUPPORT MAJOR POINTS	5.96
	H 339	PRINCIPLES OF MANAGEMENT	5.94
	G 308	TIME MANAGEMENT TECHNIQUES--HOW TO ACCOMPLISH THE MOST PRODUCTION POSSIBLE IN THE TIME AVAILABLE	5.94
	G 294	HUMAN RELATIONS--WHY PEOPLE BEHAVE AS THEY DO IN WORK SITUATIONS AND HOW TO EFFECTIVELY HANDLE PEOPLE PROBLEMS WHEN THEY ARISE	5.92
	F 279	TECHNIQUES OF LOGICAL THINKING	5.90
	F 248	FORMAL MILITARY LETTER	5.90
	G 293	COUNSELING--PRINCIPLES AND TECHNIQUES FOR ESTABLISHING A SUCCESSFUL COUNSELING CLIMATE APPROPRIATE TO THE SITUATION	5.89
	G 291	MOTIVATION THEORY--HUMAN FACTORS AFFECTING PERFORMANCE	5.86
	F 261	INFORMATIVE BRIEFING	5.86
	H 343	ROLE OF THE NCO--RESPONSIBILITIES AND DUTIES OF THE AIR FORCE NCO	5.85
	F 269	ORGANIZING TO COMMUNICATE--CHOOSING A PATTERN THAT MEETS THE NEEDS OF WRITER AND AUDIENCE	5.83
	G 321	PROBLEM-SOLVING TECHNIQUES--HOW TO IDENTIFY, GATHER DATA FOR, AND SELECT APPROPRIATE SOLUTIONS TO VARIOUS PROBLEMS	5.82
	G 299	DELEGATION TECHNIQUES--HOW, WHEN, AND WHAT TO DELEGATE	5.82
	H 337	MILITARY ENTITLEMENTS AND BENEFITS--KEY ELEMENTS OF THE AIR FORCE PAY, LEAVE, ALLOWANCE, AND BENEFITS SYSTEMS FOR OFFICER AND ENLISTED PERSONNEL	5.82

PME TOPIC NEED RATINGS -- 0-2

THIS REPORT LISTS MEAN "JULIED" RATINGS OF 0-2'S AS TO THEIR "NEED ON THE JOB" FOR PME CURRICULUM TOPICS.

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USAFONC-IAICJ, RANDOLPH, AFB, TX

C ISK	TITLES	NOJ
		0-2
		47*
A 31	EFFECTIVE LISTENING--HOW TO LISTEN ACTIVELY AND TO AVOID THE EFFECTS OF COMMON DISTRACTORS	5.12
B 40	INTERPERSONAL COMMUNICATIONS PROCESSES--BARRIERS TO EFFECTIVE COMMUNICATION AND HOW TO OVERCOME THEM	5.16
A 32	TECHNIQUES OF LOGICAL THINKING	5.15
A 47	HUMAN RELATIONS--HOW PEOPLE BEHAVE AS THEY DO IN WORK SITUATIONS AND HOW TO EFFECTIVELY HANDLE PEOPLE PROBLEMS WHEN THEY ARISE	5.06
B 44	MOTIVATION THEORY--HUMAN FACTORS AFFECTING PERFORMANCE	4.99
B 36	PERFORMANCE EVALUATION--HOW TO EVALUATE THE PERFORMANCE AND QUALIFICATIONS OF SUBORDINATES IN THEIR JOBS	4.97
C 87	CAREER DEVELOPMENT--KNOW THE GENERAL STRUCTURE AND CAREER PROGRESSION PATTERNS COMMON TO MOST AIR FORCE CAREER FIELDS, INCLUDING THE AIR FORCE PERSONNEL SYSTEM AND EDUCATION OPPORTUNITIES	4.94
B 45	LEADERSHIP TECHNIQUES--PUTTING THEORY INTO PRACTICE	4.88
A 30	EFFECTIVE READING--TECHNIQUES FOR IMPROVING READING SPEED AND COMPREHENSION	4.81
B 42	LEADERSHIP THEORY--ALTERNATIVE THEORIES FOR GUIDING, MOTIVATING, AND DIRECTING PERSONNEL UNDER VARIOUS SITUATIONAL CONDITIONS	4.79
C 100	SECURITY OF CLASSIFIED MILITARY DOCUMENTS AND EQUIPMENT--IMPORTANCE OF AND PROCEDURES FOR SECURING AND MAINTAINING CLASSIFIED INFORMATION AND EQUIPMENT	4.79
A 21	ACTIVE WRITING--MAKING IT DYNAMIC, DIRECT, SIMPLE, AND CLEAR	4.79
A 14	INFORMATIVE BRIEFING	4.69
C 90	MILITARY ENTITLEMENTS AND BENEFITS--KEY ELEMENTS OF THE AIR FORCE PAY, LEAVE, ALLOWANCE, AND BENEFITS SYSTEMS FOR OFFICER AND ENLISTED PERSONNEL	4.69
A 33	TECHNIQUES OF CREATIVE THINKING	4.65
B 61	THE MANAGEMENT TECHNIQUES--HOW TO ACCOMPLISH THE MOST PRODUCTION POSSIBLE IN THE TIME AVAILABLE	4.58
B 37	ON THE JOB TRAINING (OJT)--HOW PEOPLE LEARN ON THE JOB	4.57
E 74	PROBLEM-SOLVING TECHNIQUES--HOW TO IDENTIFY, GATHER DATA FOR, AND SELECT APPROPRIATE SOLUTIONS TO, VARIOUS PROBLEMS	4.50
B 52	DELEGATION TECHNIQUES--HOW, WHEN, AND WHAT TO DELEGATE	4.48
C 86	CAREER MOTIVATION--THE VALUES AND CONCEPTS NECESSARY TO PROFESSIONAL COMMITMENT TO A MILITARY CAREER	4.48
C 92	PRINCIPLES OF MANAGEMENT	4.47
B 60	DISCIPLINE AND MORALE OF MILITARY PERSONNEL--TECHNIQUES TO USE IN IDENTIFICATION AND RESOLUTION OF MORALE AND DISCIPLINE PROBLEMS	4.46
B 41	CONFLICT MANAGEMENT TECHNIQUES--THE CAUSES OF CONFLICT IN WORK GROUPS AND TECHNIQUES FOR CONFLICT RESOLUTION	4.45

PME TOPIC NEED RATINGS - 0-7  
THIS REPORT LISTS MEAN "NEED" RATINGS OF 0-2'S AS TO THEIR "NEED AS A PROFESSIONAL OFFICER" FOR PME CURRICULUM TOPICS.

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USAFONC LATEC RANDOLPH AFB TX

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G 263 PERFORMANCE EVALUATION--HOW TO EVALUATE THE PERFORMANCE AND QUALIFICATIONS OF SUBORDINATES IN THEIR JOBS  
F 278 EFFECTIVE LISTENING--HOW TO LISTEN ACTIVELY AND TO AVOID THE EFFECTS OF COMMON DISTRACTORS  
F 268 ACTIVE WRITING--MAKING IT DYNAMIC, DIRECT, SIMPLE, AND CLEAR  
G 292 LEADERSHIP TECHNIQUES--PUTTING THEORY INTO PRACTICE  
H 334 CAREER DEVELOPMENT--KNOW THE GENERAL STRUCTURE AND CAREER PROGRESSION PATTERNS COMMON TO MOST AIR FORCE CAREER FIELDS, INCLUDING THE AIR FORCE PERSONNEL SYSTEM AND EDUCATION OPPORTUNITIES  
G 293 COUNSELING--PRINCIPLES AND TECHNIQUES FOR ESTABLISHING A SUCCESSFUL COUNSELING CLIMATE APPROPRIATE TO THE SITUATION  
F 261 INFORMATIVE BRIEFING  
F 277 EFFECTIVE READING--TECHNIQUES FOR IMPROVING READING SPEED AND COMPREHENSION  
G 327 DISCIPLINE AND MORALE OF MILITARY PERSONNEL--TECHNIQUES TO USE IN IDENTIFICATION AND RESOLUTION OF MORALE AND DISCIPLINE PROBLEMS  
G 294 HUMAN RELATIONS--WHY PEOPLE BEHAVE AS THEY DO IN WORK SITUATIONS AND HOW TO EFFECTIVELY HANDLE PEOPLE PROBLEMS WHEN THEY ARISE  
H 337 MILITARY ENTITLEMENTS AND BENEFITS--KEY ELEMENTS OF THE AIR FORCE PAY, LEAVE, ALLOWANCE, AND BENEFITS SYSTEMS FOR OFFICER AND ENLISTED PERSONNEL  
G 299 DELEGATION TECHNIQUES--HOW, WHEN, AND WHAT TO DELEGATE  
G 287 INTERPERSONAL COMMUNICATIONS PROCESSES--BARRIERS TO EFFECTIVE COMMUNICATION AND HOW TO OVERCOME THEM  
F 279 TECHNIQUES OF LOGICAL THINKING  
H 339 PRINCIPLES OF MANAGEMENT  
G 291 MOTIVATION THEORY--HUMAN FACTORS AFFECTING PERFORMANCE  
H 333 CAREER MOTIVATION--THE VALUES AND CONCEPTS NECESSARY TO PROFESSIONAL COMMITMENT TO A MILITARY CAREER  
H 343 ROLE OF THE NCO--RESPONSIBILITIES AND DUTIES OF THE AIR FORCE NCO  
G 308 TIME MANAGEMENT TECHNIQUES--HOW TO ACCOMPLISH THE MOST PRODUCTION POSSIBLE IN THE TIME AVAILABLE  
F 248 FORMAL MILITARY LETTER  
G 321 PROBLEM-SOLVING TECHNIQUES--HOW TO IDENTIFY, GATHER DATA FOR, AND SELECT APPROPRIATE SOLUTIONS TO, VARIOUS PROBLEMS  
H 347 SECURITY OF CLASSIFIED MILITARY DOCUMENTS AND EQUIPMENT--IMPORTANCE OF AND PROCEDURES FOR SECURING AND MAINTAINING CLASSIFIED INFORMATION AND EQUIPMENT  
F 274 LOGICAL ANALYSIS--ORGANIZE IDEAS TO SUPPORT MAJOR POINTS







## PME TOPIC NEED RATINGS - C-4

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THIS REPORT LISTS MEAN "NEED" RATINGS OF C-4'S AS TO THEIR "NEED ON THE JOB" FOR PME CURRICULUM TOPICS.

D	TSK	TITLES	NOJ C-4 AF#
A	31	EFFECTIVE LISTENING--HOW TO LISTEN ACTIVELY AND TO AVOID THE EFFECTS OF COMMON DISTRACTORS	6.06
A	21	ACTIVE WRITING--MAKING IT DYNAMIC, OBJECT, SIMPLE, AND CLEAR	5.94
A	32	TECHNIQUES OF LOGICAL THINKING	5.73
A	29	COORDINATION--PROFESS TO INSURE AGREEMENT AND/OR DISSEMINATION OF INFORMATION AMONG APPROPRIATE AGENCIES	5.71
A	30	EFFECTIVE READING--TECHNIQUES FOR IMPROVING READING SPEED AND COMPREHENSION	5.61
B	40	INTERPERSONAL COMMUNICATIONS PROCESSES--BARRIERS TO EFFECTIVE COMMUNICATION AND HOW TO OVERCOME THEM	5.61
A	27	LOGICAL ANALYSIS--ORGANIZE IDEAS TO SUPPORT MAJOR POINTS	5.55
B	47	HUMAN RELATIONS--WHY PEOPLE BEHAVE AS THEY DO IN WORK SITUATIONS AND HOW TO EFFECTIVELY HANDLE PEOPLE PROBLEMS WHEN THEY ARISE	5.52
A	73	TECHNIQUES OF CREATIVE THINKING	5.42
A	1	FORMAL MILITARY LETTER	5.41
B	61	TIME MANAGEMENT TECHNIQUES--HOW TO ACCOMPLISH THE MOST PRODUCTION POSSIBLE IN THE TIME AVAILABLE	5.36
B	36	PERFORMANCE EVALUATION--HOW TO EVALUATE THE PERFORMANCE AND QUALIFICATIONS OF SUBORDINATES IN THEIR JOBS	5.33
B	59	TECHNIQUES OF PERSUASION--HOW TO "SELL" YOUR POSITION	5.31
A	14	INFORMATIVE BRIEFING	5.28
A	23	EDITING TECHNIQUES--HOW TO EDIT WRITTEN COMMUNICATION AND GIVE EFFECTIVE FEEDBACK	5.27
B	45	LEADERSHIP TECHNIQUES--PUTTING THEORY INTO PRACTICE	5.25
B	74	PROBLEM-SOLVING TECHNIQUES--HOW TO IDENTIFY, GATHER DATA FOR, AND SELECT APPROPRIATE SOLUTIONS TO, VARIOUS PROBLEMS	5.25
B	44	MOTIVATION THEORY--HUMAN FACTORS AFFECTING PERFORMANCE	5.24
A	22	ORGANIZING TO COMMUNICATE--CHOOSING A PATTERN THAT MEETS THE NEEDS OF WRITER AND AUDIENCE	5.24
A	20	ANALYZING PURPOSE--DETERMINE THE PURPOSE OF THE COMMUNICATION, I.E., PERSUADE, INFORM, DEFEND, ETC.	5.20
C	92	PRINCIPLES OF MANAGEMENT	5.18
C	100	SECURITY OF CLASSIFIED MILITARY DOCUMENTS AND EQUIPMENT--IMPORTANCE OF AND PROCEDURES FOR SECURING AND MAINTAINING CLASSIFIED INFORMATION AND EQUIPMENT	5.15
B	42	LEADERSHIP THEORY--ALTERNATIVE THEORIES FOR GUIDING, MOTIVATING, AND DIRECTING PERSONNEL UNDER VARIOUS SITUATIONAL CONDITIONS	5.12
A	19	WRITING FOR THE BOSS--CONSIDERING THE BOSS'S NEED AND STYLE OF WRITING	5.09
A	11	MESSAGE	4.95

## PME TOPIC NEED RATINGS - 0-4

THIS REPORT LISTS MEAN "NEED" RATINGS OF 0-4'S AS TO THEIR "NEED AS A PROFESSIONAL OFFICER" FOR PME CURRICULUM TOPICS.

OCCUPATIONAL ANALYSIS PROGRAM  
USAEHC (AIC) RANDOLPH AFB TX

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D. TASK	TITLES	NAP 0-4 *F*
F 268	ACTIVE WRITING--MAKING IT DYNAMIC, DIRECT, SIMPLE, AND CLEAR	6.52
F 278	EFFECTIVE LISTENING--HOW TO LISTEN ACTIVELY AND TO AVOID THE EFFECTS OF COMMON DISTRACTORS	6.41
G 283	PERFORMANCE EVALUATION--HOW TO EVALUATE THE PERFORMANCE AND QUALIFICATIONS OF SUBORDINATES IN THEIR JOBS	6.35
F 277	EFFECTIVE READING--TECHNIQUES FOR IMPROVING READING SPEED AND COMPREHENSION	6.16
F 279	TECHNIQUES OF LOGICAL THINKING	6.00
H 347	SECURITY OF CLASSIFIED MILITARY DOCUMENTS AND EQUIPMENT--IMPORTANCE OF AND PROCEDURES FOR SECURING AND MAINTAINING CLASSIFIED INFORMATION AND EQUIPMENT	6.00
F 248	FORMAL MILITARY LETTER	6.00
F 276	COORDINATION--PROCESS TO INSURE AGREEMENT AND/OR DISSEMINATION OF INFORMATION AMONG APPROPRIATE AGENCIES	5.99
G 292	LEADERSHIP TECHNIQUES--PUTTING THEORY INTO PRACTICE	5.97
G 294	HUMAN RELATIONS--WHY PEOPLE BEHAVE AS THEY DO IN WORK SITUATIONS AND HOW TO EFFECTIVELY HANDLE PEOPLE PROBLEMS WHEN THEY ARISE	5.91
F 274	LOGICAL ANALYSIS--ORGANIZE IDEAS TO SUPPORT MAJOR POINTS	5.89
F 261	INFORMATIVE BRIEFING	5.87
H 339	PRINCIPLES OF MANAGEMENT	5.83
G 299	DELEGATION TECHNIQUES--HOW, WHEN, AND WHAT TO DELEGATE	5.82
F 280	TECHNIQUES OF CREATIVE THINKING	5.81
G 327	DISCIPLINE AND MORALE OF MILITARY PERSONNEL--TECHNIQUES TO USE IN IDENTIFICATION AND RESOLUTION OF MORALE AND DISCIPLINE PROBLEMS	5.80
G 308	TIME MANAGEMENT TECHNIQUES--HOW TO ACCOMPLISH THE MOST PRODUCTION POSSIBLE IN THE TIME AVAILABLE	5.80
F 269	ORGANIZING TO COMMUNICATE--CHOOSING A PATTERN THAT MEETS THE NEEDS OF WRITER AND AUDIENCE	5.78
F 258	MESSAGE	5.76
G 287	INTERPERSONAL COMMUNICATIONS PROCESSES--BARRIERS TO EFFECTIVE COMMUNICATION AND HOW TO OVERCOME THEM	5.76
F 266	WRITING FOR THE BOSS--CONSIDERING THE BOSS'S NEED AND STYLE OF WRITING	5.70
F 267	ANALYZING PURPOSE--DETERMINE THE PURPOSE OF THE COMMUNICATION, I.E., PERSUADE, INFORM, DEFEND, ETC.	5.69
H 343	ROLE OF THE NCO--RESPONSIBILITIES AND DUTIES OF THE AIR FORCE NCO	5.69
G 291	MOTIVATION THEORY--HUMAN FACTORS AFFECTING PERFORMANCE	5.69
G 321	PROBLEM-SOLVING TECHNIQUES--HOW TO IDENTIFY, GATHER DATA FOR, AND SELECT APPROPRIATE SOLUTIONS TO, VARIOUS PROBLEMS	5.67

THIS REPORT LISTS MEAN "NEED" RATINGS OF O-5'S AS TO THEIR "NEED ON THE JOB" FOR PME CURRICULUM TOPICS.

D	ISK	TITLES	NOJ
			0-5 AFB
A	31	EFFECTIVE LISTENING--HOW TO LISTEN ACTIVELY AND TO AVOID THE EFFECTS OF COMMON DISTRACTORS	6.31
A	21	ACTIVE WRITING--MAKING IT DYNAMIC, DIRECT, SIMPLE, AND CLEAR	6.26
A	32	TECHNIQUES OF LOGICAL THINKING	6.03
A	30	EFFECTIVE READING--TECHNIQUES FOR IMPROVING READING SPEED AND COMPREHENSION	5.80
B	47	HUMAN RELATIONS--WHY PEOPLE BEHAVE AS THEY DO IN WORK SITUATIONS AND HOW TO EFFECTIVELY HANDLE PEOPLE PROBLEMS WHEN THEY ARISE	5.78
A	27	LOGICAL ANALYSIS--ORGANIZE IDEAS TO SUPPORT MAJOR POINTS	5.76
A	29	COORDINATION--PROCESS TO INSURE AGREEMENT AND/OR DISSEMINATION OF INFORMATION AMONG APPROPRIATE AGENCIES	5.71
B	45	LEADERSHIP TECHNIQUES--PUTTING THEORY INTO PRACTICE	5.67
B	36	PERFORMANCE EVALUATION--HOW TO EVALUATE THE PERFORMANCE AND QUALIFICATIONS OF SUBORDINATES IN THEIR JOBS	5.63
B	40	INTERPERSONAL COMMUNICATIONS PROCESSES--BARRIERS TO EFFECTIVE COMMUNICATION AND HOW TO OVERCOME THEM	5.62
A	33	TECHNIQUES OF CREATIVE THINKING	5.54
A	22	ORGANIZING TO COMMUNICATE--CHOOSING A PATTERN THAT MEETS THE NEEDS OF WRITER AND AUDIENCE	5.52
B	44	MOTIVATION THEORY--HUMAN FACTORS AFFECTING PERFORMANCE	5.48
A	23	EDITING TECHNIQUES--HOW TO EDIT WRITTEN COMMUNICATION AND GIVE EFFECTIVE FEEDBACK	5.44
B	59	TECHNIQUES OF PERSUASION--HOW TO "SELL" YOUR POSITION	5.44
A	14	INFORMATIVE BRIEFING	5.42
B	42	LEADERSHIP THEORY--ALTERNATIVE THEORIES FOR GUIDING, MOTIVATING, AND DIRECTING PERSONNEL UNDER VARIOUS SITUATIONAL CONDITIONS	5.39
C	92	PRINCIPLES OF MANAGEMENT	5.35
A	1	FORMAL MILITARY LETTER	5.30
B	61	TIME MANAGEMENT TECHNIQUES--HOW TO ACCOMPLISH THE MOST PRODUCTION POSSIBLE IN THE TIME AVAILABLE	5.30
A	20	ANALYZING PURPOSE--DETERMINING THE PURPOSE OF THE COMMUNICATION, I.E., PERSUADE, INFORM, DEFEND, ETC.	5.29
B	46	COUNSELING--PRINCIPLES AND TECHNIQUES FOR ESTABLISHING A SUCCESSFUL COUNSELING CLIMATE APPROPRIATE TO THE SITUATION	5.28
A	19	WRITING FOR THE BOSS--CONSIDERING THE BOSS'S NEED AND STYLE OF WRITING	5.28
B	74	PROBLEM-SOLVING TECHNIQUES--HOW TO IDENTIFY, GATHER DATA FOR, AND SELECT APPROPRIATE SOLUTIONS TO, VARIOUS PROBLEMS	5.27
E	52	DELEGATION TECHNIQUES--HOW, WHEN, AND WHAT TO DELEGATE	5.22

E10

PME TOPIC NEED RATINGS - 0-5.

THIS REPORT LISTS MEAN "NEED" RATINGS OF 0-5'S AS TO THEIR "NEED AS A PROFESSIONAL OFFICER" FOR PME CURRICULUM TOPICS.

DISK	TITLE	NAP
		0-5
		MF
F 268	ACTIVE WRITING--MAKING IT DYNAMIC, DIRECT, SIMPLE, AND CLEAR	6.63
F 278	EFFECTIVE LISTENING--HOW TO LISTEN ACTIVELY AND TO AVOID THE EFFECTS OF COMMON DISTRACTORS	6.55
G 283	PERFORMANCE EVALUATION--HOW TO EVALUATE THE PERFORMANCE AND QUALIFICATIONS OF SUBORDINATES IN THEIR JOBS	6.42
G 294	HUMAN RELATIONS--WHY PEOPLE BEHAVE AS THEY DO IN WORK SITUATIONS AND HOW TO EFFECTIVELY HANDLE PEOPLE PROBLEMS WHEN THEY ARISE	6.23
G 292	LEADERSHIP TECHNIQUES--PUTTING THEORY INTO PRACTICE	6.21
F 277	EFFECTIVE READING--TECHNIQUES FOR IMPROVING READING SPEED AND COMPREHENSION	6.15
F 279	TECHNIQUES OF LOGICAL THINKING	6.11
G 327	DISCIPLINE AND MORALE OF MILITARY PERSONNEL--TECHNIQUES TO USE IN IDENTIFICATION AND RESOLUTION OF MORALE AND DISCIPLINE PROBLEMS	6.00
F 274	LOGICAL ANALYSIS--ORGANIZE IDEAS TO SUPPORT MAJOR POINTS	6.00
F 269	ORGANIZING TO COMMUNICATE--CHOOSING A PATTERN THAT MEETS THE NEEDS OF WRITER AND AUDIENCE	5.98
G 299	DELEGATION TECHNIQUES--HOW, WHEN, AND WHAT TO DELEGATE	5.97
F 261	INFORMAL BRIEFING	5.93
F 276	COORDINATION--PROCESS TO INSURE AGREEMENT AND/OR DISSEMINATION OF INFORMATION AMONG APPROPRIATE AGENCIES	5.92
G 289	LEADERSHIP THEORY--ALTERNATIVE THEORIES FOR GUIDING, MOTIVATING, AND DIRECTING PERSONNEL UNDER VARIOUS SITUATIONAL CONDITIONS	5.91
F 280	TECHNIQUES OF CREATIVE THINKING	5.90
G 291	MOTIVATION THEORY--HUMAN FACTORS AFFECTING PERFORMANCE	5.87
G 293	COUNSELING--PRINCIPLES AND TECHNIQUES FOR ESTABLISHING A SUCCESSFUL COUNSELING CLIMATE APPROPRIATE TO THE SITUATION	5.87
F 287	INTERPERSONAL COMMUNICATIONS PROCESSES--BARRIERS TO EFFECTIVE COMMUNICATION AND HOW TO OVERCOME THEM	5.86
F 278	FORMAL MILITARY LETTER	5.80
F 267	ANALYZING PURPOSE--DETERMINE THE PURPOSE OF THE COMMUNICATION, I.E., PERSUADE, INFORM, DEFEND, ETC.	5.80
H 343	ROLE OF THE NCO--RESPONSIBILITIES AND DUTIES OF THE AIR FORCE NCO	5.80
H 339	PRINCIPLES OF MANAGEMENT	5.79
F 266	WRITING FOR THE BOSS--CONSIDERING THE BOSS'S NEED AND STYLE OF WRITING	5.75
F 270	EDITING TECHNIQUES--HOW TO EDIT MILITARY COMMUNICATION AND GIVE EFFECTIVE FEEDBACK	5.75

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PME TOPIC NEED RATINGS - 0-6

THIS REPORT LISTS MEAN "NEED" RATINGS OF 0-6'S AS TO THEIR "NEED ON THE JOBS"  
FOR PME CURRICULUM TOPICS.

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A 21 ACTIVE WRITING--MAKING IT DYNAMIC, DIRECT, SIMPLE,  
AND CLEAR

A 31 EFFECTIVE LISTENING--HOW TO LISTEN ACTIVELY AND TO  
AVOID THE EFFECTS OF COMMON DISTRACTORS

B 36 PERFORMANCE EVALUATION--HOW TO EVALUATE THE PERFORMANCE  
AND QUALIFICATIONS OF SUBORDINATES IN THEIR JOBS

A 32 TECHNIQUES OF LOGICAL THINKING

A 30 EFFECTIVE READING--TECHNIQUES FOR IMPROVING READING  
SPEED AND COMPREHENSION

A 29 COORDINATION--PROCESS TO INSURE AGREEMENT AND/OR  
DISSEMINATION OF INFORMATION AMONG APPROPRIATE  
AGENCIES

A 27 LOGICAL ANALYSIS--ORGANIZE IDEAS TO SUPPORT MAJOR  
POINTS

B 45 LEADERSHIP TECHNIQUES--PUTTING THEORY INTO PRACTICE

A 33 TECHNIQUES OF CREATIVE THINKING

A 14 INFORMATIVE BRIEFING

B 47 HUMAN RELATIONS--WHY PEOPLE BEHAVE AS THEY DO IN WORK  
SITUATIONS AND HOW TO EFFECTIVELY HANDLE PEOPLE  
PROBLEMS WHEN THEY ARISE

A 23 EDITING TECHNIQUES--HOW TO EDIT WRITTEN COMMUNICATION  
AND GIVE EFFECTIVE FEEDBACK

A 22 ORGANIZING TO COMMUNICATE--CHOOSING A PATTERN THAT  
MEETS THE NEEDS OF WRITER AND AUDIENCE

C 92 PRINCIPLES OF MANAGEMENT

B 40 INTERPERSONAL COMMUNICATIONS PROCESSES--BARRIERS TO  
EFFECTIVE COMMUNICATION AND HOW TO OVERCOME THEM

B 59 TECHNIQUES OF PERSUASION--HOW TO "SELL" YOUR POSITION

B 44 MOTIVATION THEORY--HUMAN FACTORS AFFECTING PERFORMANCE

B 58 CONFERENCE AND COMMITTEE LEADERSHIP TECHNIQUES--HOW TO  
CONDUCT AND PARTICIPATE IN CONFERENCES, MEETINGS, ETC.

R 42 LEADERSHIP THEORY--ALTERNATIVE THEORIES FOR GUIDING,  
MOTIVATING, AND DIRECTING PERSONNEL UNDER VARIOUS  
SITUATIONAL CONDITIONS

B 52 DELEGATION TECHNIQUES--HOW, WHEN, AND WHAT TO DELEGATE

A 20 ANALYZING PURPOSE--DETERMINE THE PURPOSE OF THE  
COMMUNICATION, I.E., PERSUADE, INFORM, DEFEND, ETC.

A 16 STAFF BRIEFING

A 1 FORMAL MILITARY LETTER

B 74 PROBLEM-SOLVING TECHNIQUES--HOW TO IDENTIFY, GATHER DATA  
FOR, AND SELECT APPROPRIATE SOLUTIONS TO, VARIOUS  
PROBLEMS

B 46 COUNSELING--PRINCIPLES AND TECHNIQUES FOR ESTABLISHING  
A SUCCESSFUL COUNSELING CLIMATE APPROPRIATE TO THE  
SITUATION

THIS REPORT LISTS MEAN "NEED" RATINGS OF 0-6'S AS TO THEIR "NEED AS A PROFESSIONAL OFFICER" FOR PME CURRICULUM TOPICS.

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F 26C ACTIVE WRITING--MAKING IT DYNAMIC, DIRECT, SIMPLE, AND CLEAR

6.75

F 27B EFFECTIVE LISTENING--HOW TO LISTEN ACTIVELY AND TO AVOID THE EFFECTS OF COMMON DISTRACTORS

6.65

G 283 PERFORMANCE EVALUATION--HOW TO EVALUATE THE PERFORMANCE AND QUALIFICATIONS OF SUBORDINATES IN THEIR JOBS

6.54

G 292 LEADERSHIP TECHNIQUES--PUTTING THEORY INTO PRACTICE

6.38

F 277 EFFECTIVE READING--TECHNIQUES FOR IMPROVING READING SPEED AND COMPREHENSION

6.37

F 279 TECHNIQUES OF LOGICAL THINKING

6.35

F 27A LOGICAL ANALYSIS--ORGANIZE IDEAS TO SUPPORT MAJOR POINTS

6.25

F 261 INFORMATIVE BRIEFING

6.25

F 269 ORGANIZING TO COMMUNICATE--CHOOSING A PATTERN THAT MEETS THE NEEDS OF WRITER AND AUDIENCE

6.23

G 294 HUMAN RELATIONS--WHY PEOPLE BEHAVE AS THEY DO IN WORK SITUATIONS AND HOW TO EFFECTIVELY HANDLE PEOPLE PROBLEMS WHEN THEY ARISE

6.23

F 266 WRITING FOR THE BOSS--CONSIDERING THE BOSS'S NEED AND STYLE OF WRITING

6.22

F 276 COORDINATION--PROCESS TO INSURE AGREEMENT AND/OR DISSEMINATION OF INFORMATION AMONG APPROPRIATE AGENCIES

6.21

F 263 STAFF BRIEFING

6.20

G 299 DELEGATION TECHNIQUES--HOW, WHEN, AND WHAT TO DELEGATE

6.19

F 280 TECHNIQUES OF CREATIVE THINKING

6.13

G 327 DISCIPLINE AND MORALE OF MILITARY PERSONNEL--TECHNIQUES TO USE IN IDENTIFICATION AND RESOLUTION OF MORALE AND DISCIPLINE PROBLEMS

6.07

H 339 PRINCIPLES OF MANAGEMENT

6.04

G 304 ETHICAL CONSIDERATIONS IN LEADERSHIP--MORAL FACTORS THAT MUST BE CONSIDERED WHEN IN A POSITION OF LEADERSHIP

6.03

F 258 TALKING PAPER

6.02

F 267 ANALYZING PURPOSE--DETERMINE THE PURPOSE OF THE COMMUNICATION, I.E., PERSUADE, INFORM, DEFEND, ETC.

6.00

G 289 LEADERSHIP THEORY--ALTERNATIVE THEORIES FOR GUIDING, MOTIVATING, AND DIRECTING PERSONNEL UNDER VARIOUS SITUATIONAL CONDITIONS

6.00

F 270 EDITING TECHNIQUES--HOW TO EDIT WRITTEN COMMUNICATION AND GIVE EFFECTIVE FEEDBACK

5.99

F 248 FORMAL MILITARY LETTER

5.97

G 291 MOTIVATION THEORY--HUMAN FACTORS AFFECTING PERFORMANCE

5.92

H 343 ROLE OF THE NCO--RESPONSIBILITIES AND DUTIES OF THE AIR FORCE NCO

5.92

F 254 STAFF SUMMARY SHEET

5.88

F 258 MESSAGE

5.87

F 252 BACKGROUND/POSITION PAPER